



FRANKSTON CITY  
COUNCIL

## **Special Meeting**

# **A G E N D A**

31 May 2017





# COUNCIL CHAMBERS

<b>Dennis Hovenden</b> Chief Executive Officer	<b>Cr Brian Cunial</b> Mayor	<b>Tim Frederico</b> Director Corporate Development
---	---------------------------------	--

Council Core  
Business Support  
Coordinator

Cr. McCormack

Cr. Mayer

Cr. Aitken

Cr. Hampton

Cr Bolam

Cr. O'Reilly

EMT

Cr. O'Connor

Cr. Toms

MEDIA

EMT

Guest Speaker

MEDIA

**Gallery**







# THE COUNCIL MEETING

## Welcome to this Meeting of the Frankston City Council

The Council appreciates residents, ratepayers and other visitors taking their places in the Public Gallery, as attendance demonstrates an interest in your Council and community affairs. Community spirit is encouraged.

This information sheet is designed to help you to understand the procedures of Council and help you to gain maximum value from your attendance.

The law regarding the conduct of Council meetings enables the public to observe the session. However, to ensure the manageability of Council meetings, opportunities for public participation are limited to Question Time and registered submissions in accordance with Council's guidelines, which are available from Council's CEO Office (call 9768 1632) and on our website, [www.frankston.vic.gov.au](http://www.frankston.vic.gov.au). It is not possible for any visitor to participate in any Council debate unless specifically requested by the Chairperson to do so.

If you would like to have contact with Councillors or Officers, arrangements can be made for you to do so separately to the meeting. Call Frankston City Council on 9768 1632 and ask for the person you would like to meet with, to arrange a time of mutual convenience.

## When are they held?

Generally speaking, the Council meets formally every three (3) weeks on a Monday and meetings start at 7.00 pm, unless advertised otherwise.

Council meeting dates are posted in the Davey Street and Young Street entrances to the Civic Centre (upper level) and also on our website, [www.frankston.vic.gov.au](http://www.frankston.vic.gov.au).

## **Governance Local Law No. 1 – Meeting Procedure**

### **34. Chair's Duty**

*Any motion which is determined by the Chair to be:*

- (1) *defamatory of or embarrassing to any Councillor, member of Council staff or other person;*
- (2) *abusive or objectionable in language or nature;*
- (3) *a direct negative of the question before the Chair;*
- (4) *vague or unclear in intention;*
- (5) *outside the powers of Council; or*
- (6) *irrelevant to the item of business on the agenda and has not been admitted as Urgent Business, or purports to be an amendment but is not,*

*must not be accepted by the Chair.*

**88. Chair May Remove**

- (1) *The Chair may order and cause the removal of any person, including a Councillor, who disrupts any meeting or fails to comply with a direction, or cause the removal of any object or material that is deemed by the Chair as being objectionable or disrespectful.*
- (2) *Any person removed from the meeting under sub-clause 0 must not return to the meeting without the approval of the Chair or Council.*

*It is intended that this power be exercisable by the Chair, without the need for any Council resolution. The Chair may choose to order the removal of a person whose actions immediately threaten the stability of the meeting or wrongly threatens his or her authority in chairing the meeting.*

The Penalty for an offence under this clause is 2 penalty units which is \$200

**The Formal (Ordinary) Meeting Agenda**

The Council meeting agenda is available for public inspection immediately after it is prepared, which is normally on the Thursday afternoon five days before the meeting. It is available from the Reception desk at the Civic Centre (upper level), on our website [www.frankston.vic.gov.au](http://www.frankston.vic.gov.au) or a copy is also available for you in the chamber before the meeting.

The following information is a summary of the agenda and what each section means:-

· **Items Brought Forward**

These are items for discussion that have been requested to be brought forward by a person, or a group of people, who have a particular item on the Agenda and who are present in the Public Gallery. Before the start of the meeting, an Officer will ask those in the Public Gallery whether they wish a matter to be considered early in the meeting.

· **Presentation of Written Questions from the Gallery**

Question Time forms are available from the Civic Centre and our website, [www.frankston.vic.gov.au](http://www.frankston.vic.gov.au). Questions may also be submitted online using the Question Time web form. "Questions on notice" are to be submitted and received by Council before 12 noon on the Friday before the relevant Ordinary Meeting.

"Questions without notice" may be submitted in the designated Question Time box in the public gallery on the evening of the meeting, just prior to its commencement. Forms are available in the Council Chamber.

A maximum of 3 questions may be submitted by any one person at one meeting. There is no opportunity to enter into debate from the Gallery.

More detailed information about the procedures for Question Time is available from Council's CEO Office (call 9768 1632) and on our website, [www.frankston.vic.gov.au](http://www.frankston.vic.gov.au).

· **Presentation of Petitions and Joint Letters**

These are formal requests to the Council, signed by a number of people and drawing attention to matters of concern to the petitioners and seeking remedial action from the Council. Petitions received by Councillors and presented to a Council meeting are usually noted at the meeting, then a report is prepared for consideration at the next meeting.

· **Presentation of Reports**

Matters requiring a Council decision are dealt with through officer reports brought before the Council for consideration. When dealing with each item, as with all formal meeting procedures, one Councillor will propose a motion and another Councillor will second the motion before a vote is taken.

· **Presentation of Delegate Reports**

A Councillor or member of Council staff who is a delegate may present to Council on the deliberations of the external body, association, group or working party in respect of which he or she is a delegate or an attendee at a Council approved conference / seminar.

· **Urgent Business**

These are matters that Councillors believe require attention and action by Council. Before an item can be discussed, there must be a decision, supported by the majority of Councillors present, for the matter to be admitted as "Urgent Business".

· **Closed Meetings**

Because of the sensitive nature of some matters, such as personnel issues or possible legal action, these matters are dealt with confidentially at the end of the meeting.

· **Opportunity to address Council**

Any person who wishes to address Council must pre-register their intention to speak before 4.00pm on the day of the meeting, by telephoning Council's CEO Office (call 9768 1632) or by submitting the online web form or by using the application form both available on the website, [www.frankston.vic.gov.au](http://www.frankston.vic.gov.au).

The submissions process is conducted in accordance with guidelines which are available from Council's CEO Office and on our website. All submissions will be limited to 3 minutes in duration, except for Section 223 submitters, who have a maximum of 5 minutes. No more than ten (10) members of the public are to be permitted to address the Council. Further speakers will be permitted to address the meeting at the discretion of the Chair. All speakers need to advise if they are speaking on behalf of an organisation and it is deemed that they have been appropriately authorised by that said organisation.

Public submissions and any subsequent discussion will be recorded as part of the meeting, and audio recordings of Council meetings are made available to members of the public upon request. If a submitter does not wish to be recorded, they must advise the Chair at the commencement of their public submission.

**Disclosure of Conflict of Interest**

If a Councillor considers that they have, or might reasonably be perceived to have, a direct or indirect interest in a matter before the Council or a special committee of Council, they will declare their interest and clearly state its nature before the matter is considered. This will be done on every occasion that the matter is considered by the Council or special committee.

If a Councillor has an interest in a matter they will comply with the requirements of the Local Government Act, which may require that they do not move or second the motion and that they leave the room in which the meeting is being held during any vote on the matter and not vote on the matter.

If a Councillor does not intend to be at the meeting, he or she will disclose the nature of the interest to the Chief Executive Officer, Mayor or Chairperson prior to the meeting commencing.

## **Agenda Themes**

The Council Agenda is divided into three (3) themes which depict the Council Plan's Strategic Objectives, as follows:

1. Planned City for Future Growth.
2. Liveable City.
3. Sustainable City.

**MAYOR**



## NOTICE PAPER

---

### ALL COUNCILLORS

NOTICE is hereby given that a Special Meeting of the Council will be held at the Civic Centre, Davey Street, Frankston, on 31 May 2017 at 6pm.

### COUNCILLOR STATEMENT

*All members of this Council pledge to the City of Frankston community to consider every item listed on this evening's agenda:*

- *Based on the individual merits of each item;*
- *Without bias or prejudice by maintaining an open mind; and*
- *Disregarding Councillors' personal interests so as to avoid any conflict with our public duty.*

*Any Councillor having a conflict of interest in an item will make proper, prior disclosure to the meeting and will not participate in the debate or vote on the issue.*

### OPENING WITH PRAYER

*Almighty God, we ask for your blessing upon this Council. Direct and prosper its deliberations to the advancement of your glory and the true welfare of the people of Frankston City. Amen.*

### ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

*We respectfully acknowledge that we are situated on the traditional land of the Boon Wurrung and Bunurong in this special place now known by its European name, Frankston. We recognise the contribution of all Aboriginal and Torres Strait Islander people to our community in the past, present and into the future.*



**BUSINESS**

**1. APOLOGIES**

Nil

**2. DISCLOSURES OF INTEREST AND DECLARATIONS OF CONFLICT OF INTEREST**

**3. ITEMS BROUGHT FORWARD**

**4. CONSIDERATION OF REPORTS OF OFFICERS**

4.1 Adoption of Annual Budget 2017-2018 and the Council Plan  
2017-2021 .....2

**5. LATE REPORTS**

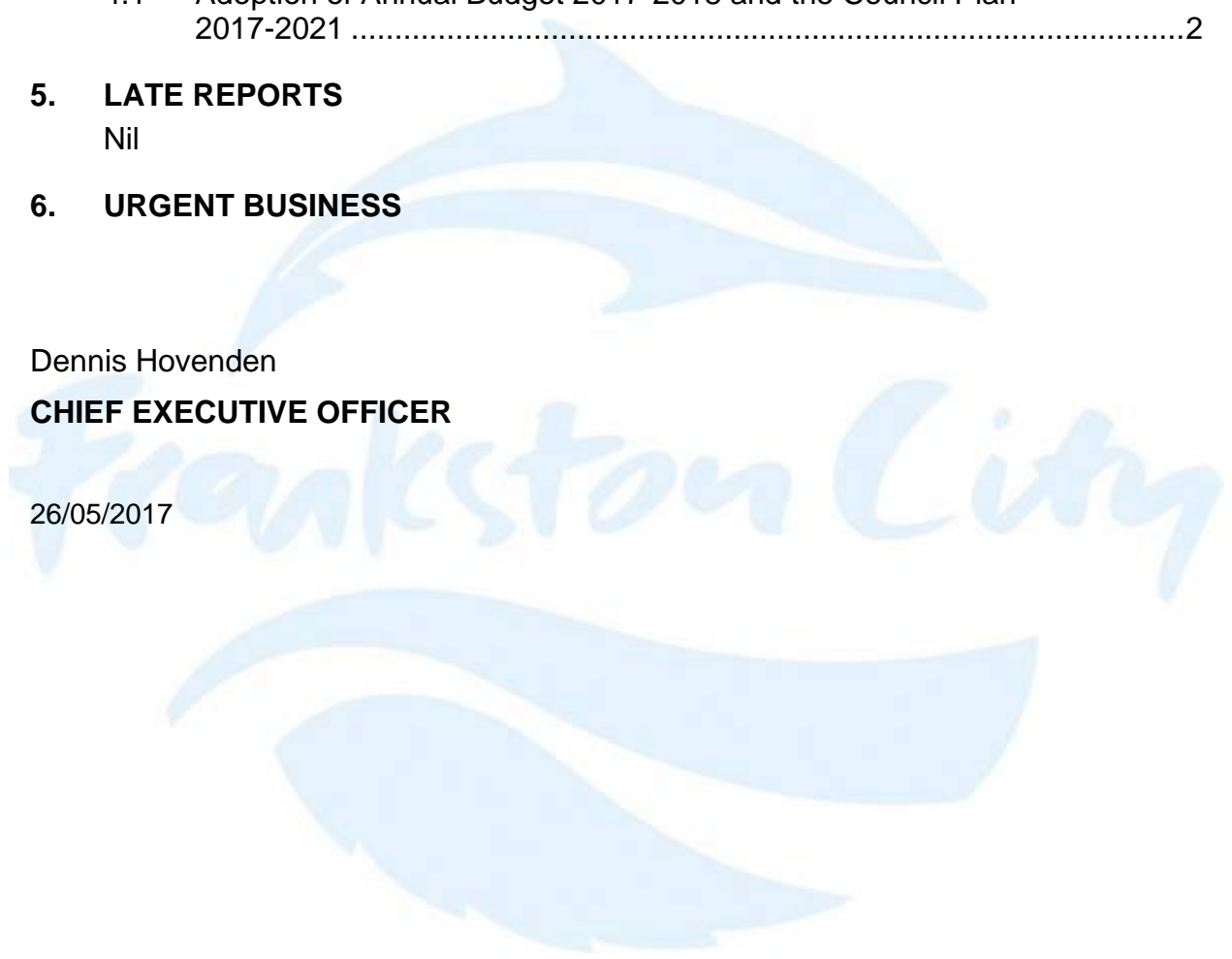
Nil

**6. URGENT BUSINESS**

Dennis Hovenden

**CHIEF EXECUTIVE OFFICER**

26/05/2017







**Executive Summary****4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021**

*Enquiries: (Kim Jaensch: Corporate Development)*

Council Plan

Community Outcome:	3. Sustainable City
Strategy:	3.3 Ensure good governance and management of Council resources
Priority Action	3.3.1 Ensure the organisation is financially sustainable

**Purpose**

To present to Council for adoption the proposed Annual Budget 2017-2018 and Council Plan 2017-2021.

**Recommendation (Director Corporate Development)**

That Council:

**1. Adoption of the Annual Budget 2017-2018 and the Council Plan 2017-2021**

1.1 Having complied with the requirements of the Local Government Act 1989, and having considered, at a Special Meeting held on 22 May 2017, 16 written and eight (8) verbal submissions received on the proposed 2017-2018 Annual Budget and Council Plan 2017-2021, resolves to adopt the budget and the Council Plan with minor amendments.

The amendments in the proposed Council Plan 2017-2021 include:

- Renaming the strategic priority of the 'Safe Boat Harbour' to 'Coast Guard and Boat Refuge'
- Removing the Port of Hastings as a four year priority.

The amendments in the proposed Annual Budget 2017-2018 include:

- Allocate \$20,000 towards the placement of signage around the municipality. The source of the additional funding will be determined at the 2017-2018 mid-year budget review in late 2017.
- Provide \$100,000 towards the consultation and concept design to confirm scope and estimate of Frankston Sharks BMX Club. Council will consider funding for the project proposal at the 2017-2018 mid-year budget review.

1.2 Advises submitters in writing of its decision in relation to their submissions on the proposed Annual Budget 2017-2018 and Council Plan 2017-2021.

1.3 The proposed Annual Budget 2017-2018 and Council Plan 2017-2021 be adopted by Council

1.4 In accordance with Section 130(2) and 125(1) of the *Local Government Act* (1989), authorises the Chief Executive Officer to give public notice of its decision to adopt the Annual Budget 2017-2018 and Council Plan 2017-2021 respectively.

**2. Declaration of Rates and Charges**

Declares the following rates and charges:

An amount of \$116,123,343 (or such other amount as is lawfully raised as a consequence of this Resolution) be declared as the amount which Council intends to raise by general rates and the annual service charge (described later in this Resolution), which amount is calculated as follows:

General Rates (1)	\$83,805,428
Annual Service Charges	\$32,317,915

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021****Executive Summary**

(1) excludes supplementary rates

**2.1 General Rates**

2.1.1 A general rate be declared in respect of the 2017-2018 Financial Year.

2.1.2 It be further declared that the general rate be raised by the application of differential rates.

2.1.3 A differential rate be respectively declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared:

2.1.3.1 Derelict Land (Attachment A)

Derelict land, being land on which a dwelling or building is erected and is in a dilapidated state, and any other Council guidelines which may be in operation from time to time).

2.1.3.2 Retirement Village Land (Attachment B)

Land in retirement villages on which a flat or unit has been constructed.

2.1.3.3 Acacia Heath Land (Attachment C)

Land located in the Acacia Estate at 560-600 McClelland Drive (consisting of 110 lots in plans of subdivision 446669/70, 448786/7/8, 512750 531862/63, 537447 and 546857/58).

2.1.3.4 Commercial Land (Attachment D)

Any land which is used primarily for the purposes of a commercial land including developed and vacant land.

2.1.3.5 Farm Land (Attachment E)

Any land which is primary used for the purposes of farming.

2.1.3.6 Industrial Land (Attachment F)

Any land which is used primarily for the purposes of an industrial land including developed and vacant land.

2.1.3.7 Vacant Residential Land (Attachment G)

Any land which is zoned residential under the relevant Planning Scheme and on which there is no building that is occupied or adapted for occupation.

2.1.3.8 Other Land (Attachment H)

Any land which does not have the characteristics of Derelict, Retirement Village, Acacia Heath, Commercial, Industrial, Vacant Residential or Farm Land.

2.2 Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described in paragraph 2.3 of this Resolution) by the relevant percentages indicated in the following table:

- A general rate of 0.2930% for all rateable Other Land: and
- A general rate of 0.2199% for all rateable Retirement Village Land; and

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021****Executive Summary**

- A general rate of 0.3664% for all rateable Commercial Land; and
  - A general rate of 0.3664% for all rateable Industrial Land; and
  - A general rate of 0.3113% for all rateable Acacia Heath Properties; and
  - A general rate of 0.3664% for all rateable Vacant Residential Land; and
  - A general rate of 0.2345% for all rateable Farm Land; and
  - A general rate of 0.8792% for all rateable Derelict Land.
- 2.3 It be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions, and that:
- 2.3.1. The respective objectives of each differential rate be those specified in the Schedule to this Resolution;
- 2.3.2. The respective types or classes of land which are subject to each differential rate be those defined in the Schedule to this Resolution;
- 2.3.3. The respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in the Schedule to this Resolution; and
- 2.3.4. The relevant
- (a) uses of;
  - (b) geographical locations of; and
  - (c) planning scheme zonings of; and
  - (d) types of buildings on
- the respective types or classes of land be those identified in the Schedule to this Resolution; and
- 2.4 A municipal charge of \$155.60 be declared in respect of the 2017-2018 financial year.
- 2.5 An annual service charge be declared in respect of the 2017-2018 financial year for the collection and disposal of refuse.
- 2.6 The annual service charge be in the sum of, and be based on the criteria specified below:
- \$321.50 for rateable and non rateable land where a waste collection service with a 120 litre mobile garbage bin is applicable;
  - \$256.00 for rateable and non rateable land where a waste collection service with an 80 litre mobile garbage bin is applicable;
  - \$301.10 for rateable and non rateable land where a fortnightly waste collection service with a 120 litre mobile garbage bin is applicable;
  - \$235.60 for rateable and non rateable land where a fortnightly waste collection service with an 80 litre mobile garbage bin is applicable;
  - \$353.71 (incl. GST) for rateable and non rateable commercial land where a waste collection service with a 120 litre mobile garbage bin is applicable;

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021****Executive Summary**

- \$281.62 (incl. GST) for rateable and non rateable commercial land where a waste collection service with an 80 litre mobile garbage bin is applicable;
- \$188.95 (incl. GST) for rateable and non rateable commercial land where a recycling collection service mobile garbage bin is applicable;
- Where additional bins are supplied, an additional \$321.50 for each 120 litre mobile garbage bin and \$256.00 for each 80 litre mobile garbage bin is applicable;
- \$135.50 for rateable and non rateable land where a weekly green waste collection service is provided;
- \$483.90 for rateable and non rateable land where a waste collection service with a 240 litre mobile garbage bin is applicable.

**2.7 Rebates & Concessions**

Council has entered into agreements with the Ministry of Housing to assess 50% of the general rate for certain purpose built units for older persons.

Council has entered into agreements with the Baxter Village to assess 52.5% of the general rate for certain purpose built units for older persons.

Council also provides concessions of 40%, 60%, 70% and 75% of the relevant rate for qualifying properties under the *Cultural and Recreational Lands Act*.

**2.8 Incentives**

No incentive be declared for early payment of the general rates and annual service charge previously declared.

**2.9 Consequential**

- 2.9.1 It be recorded that Council requires any person to pay interest on any amount of rates and charges to which:
- 2.9.1.1 that person is liable to pay; and
- 2.9.1.2 have not been paid by the date specified for their payment.
- 2.9.2 The Chief Executive Officer be authorised to levy and recover the general rates and annual service charge in accordance with the *Local Government Act (1989)*.

**Key Points / Issues**

There are a number of key components of the proposed 2017-2018 Annual Budget to highlight as covered in the below points:

- The proposed 2017-2018 Annual Budget is based on a rate capped average increase in Council rates of 2.00 per cent as prescribed by the Victorian Government.
- An increased investment in the delivery of capital works, however a continued commitment to maintain the condition of community assets through asset renewal (\$24.3 million in 2017-2018 increasing to \$25.86 million in 2021-2022)
- The Annual Budget is prepared with a 2.00 per cent increase in the green waste service charge and for general waste, incorporating kerbside collection and

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021****Executive Summary**

recycling. This increase is a direct reflection of the increased cost of providing the service.

- A Capital works budget of \$51.93 million.
- No further borrowings are planned in 2017-2018.

The proposed 2017-2021 Council Plan includes the strategic objectives of the Council, strategies for achieving the objectives, strategic indicators and a Strategic Resource Plan that will guide Frankston City towards its goal of becoming the Lifestyle Capital of Victoria. The key components of the proposed Council Plan include:

- Four long term community outcomes. These are: A Planned City; A Liveable City; A Well Governed City and A Well Managed City.
- Fourteen strategic priorities which include investment in the continued revitalisation of the city centre, expansion of the health and education sector and the attraction of new industries. The focus will also be on housing development that incorporates the preservation of the green wedge and natural environment and the creation of jobs that help build a knowledgeable creative, skill-based city economy.
- Council will advocate, plan and attract funding for investment and growth, build and maintain infrastructure and strengthen the community by providing opportunities through sport, leisure, arts and culture and the use of our natural open spaces and our award winning coastline.

**Financial Impact**

For the 2017-2018 financial year, the State Government Minister for Local Government has announced a limit on the amount Victorian councils may increase rates. The cap for the 2017-2018 financial year is 2%. The cap is based on the Consumer Price Index expected for the financial year.

This cap has a significant effect on Council's current Long Term Financial Planning, with rate revenue being \$9 million less than anticipated over the first four years, growing to \$17 million over five years. This reduction will have a severe impact on Council's financial capacity to maintain service levels and deliver key capital projects.

The proposed 2017-2018 Annual Budget is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the *Local Government Act 1989*, *Local Government Amendment (Performance Reporting and Accountability) Act 2014*, *Local Government (Planning and Reporting) Regulations 2014* and relevant Australian Accounting Standards.

The proposed 2017-2018 Annual Budget closely accords with the financial framework established by Council in its Long Term Financial Plan and continues to address the infrastructure renewal challenge faced by both this Council and the Local Government Industry.

This budget includes projected revenues and expenditures for the 2017-2018 year prepared in accordance with relevant Act and Regulations. The Annual Budget includes financial statements being an income statement, balance sheet, cash flows and capital works. These statements have been prepared for the year ended 30 June 2018 in accordance with Australian Accounting Standards and other mandatory professional reporting requirements and in accordance with the relevant Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information which Council requires in order to make an informed decision about the adoption of the Annual Budget.

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021****Executive Summary**

The proposed Council Plan 2017-2021 is a four year plan which outlines four year priorities and is prepared in accordance with the *Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014*. The year one major initiatives and initiatives of the four year priorities are outlined in the 2017-2018 annual budget. The Council Plan contains the Strategic Resource plan which highlights the strategic objectives for the next four years and the financial statements describing the financial resources.

**Consultation****1. External Stakeholders**

At its Meeting on 12 April 2017, Council resolved to advertise its Proposed Annual Budget 2017-2018 and the Council Plan 2017-2021, seeking submissions from interested parties. A Special Council Meeting was called to consider submissions and to hear from any person or organisation wishing to be heard in support of their written submission.

17 written submissions were received with eight (8) submitters requesting to be heard to support their submission at the meeting held on Monday, 22 May, 2017.

Following the initial preparation of the Proposed 2017-2018 Annual Budget and Council Plan 2017-2021 and the Council Plan 2017-2021 by Council and having considered all submissions received from the community, and having complied with all relevant sections of the Act, Council is now in a position to consider adoption of the Proposed 2017-2018 Annual Budget and the Council Plan 2017-2021 with minor amendments.

**2. Other Stakeholders**

The Executive Management Team has been consulted in the lead up to the preparation of the 2017-2018 Annual Budget. Council's Audit and Risk Management Committee have been provided with a copy of the document during the community consultation period. Councillors have been involved in a robust review of the 2017-2018 annual budget at a number of sessions during the budget process to ensure that Council was 'living within its means'.

**Analysis (Environmental / Economic / Social Implications)**

Economic implications in regards to this report are detailed under Section 'Financial Implications' above. The 2017-2018 Annual Budget allocates significant resources to the implementation of the Council Plans Key Strategies.

The 2017-2018 Annual Budget recognises the leadership role Council has within the community to actively promote sound environmental outcomes and to facilitate other levels of government and the community to act in a similar vein.

The 2017-2018 Annual Budget contains financial resourcing for a wide range of programs that deliver important community services to the Frankston community. The 2017-2018 Annual Budget is based on the principle of maintaining services that are presently available to the community with some minor service growth to meet service demands.

The Council Plan 2017-2021 contains the Strategic Resource Plan and the four year Capital Works program.



**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021****Executive Summary****Legal / Policy / Council Plan Impact**Charter of Human Rights and Responsibilities

The Charter of Human Rights and Responsibilities has been considered in the preparation of this report but is not relevant to the content of the report.

Legal

The proposed 2017-2018 Annual Budget is prepared in accordance with the *Local Government Act 1989*, *Local Government Amendment (Performance Reporting and Accountability) Act 2014*, *Local Government (Planning and Reporting) Regulations 2014* and relevant Australian Accounting Standards.

The proposed Council Plan 2017-2021 is prepared in accordance with the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

Policy Impacts

Nil

Officer's Declaration of Interests

Council officers involved in the preparation of this report have no Conflict of Interest in this matter.

**Risk Mitigation**

There are no direct risk implications arising from this report.

**Conclusion**

The 2017-2018 Annual Budget provides for the delivery of the financial framework established in Council's Long Term Financial Plan. As such it is an important step towards Council achieving a greater degree of financial sustainability in addressing our infrastructure challenges, and to deliver a range of important community projects and services.

The Council Plan 2017-2021 will guide Frankston City towards its goal of becoming the Lifestyle Capital of Victoria underpinned by the four long term community outcomes and fourteen strategic priorities providing a framework to plan, build and attract investment and lifestyle over the next four years.

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021****Executive Summary****ATTACHMENTS**

- Attachment A: Derelict Land
- Attachment B: Retirement Village
- Attachment C: Acacia Heath
- Attachment D: Commercial
- Attachment E: Farm
- Attachment F: Industrial
- Attachment G: Vacant Residential Land
- Attachment H: Other Land
- Attachment I: 2017-2018 Annual Budget
- Attachment J: Council Plan 2017-2021



#### 4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021 **Officers' Assessment**

##### **Background**

In accordance with section 127 (1) of the *Local Government Act 1989* (the Act), Council must prepare an Annual Budget for each financial year. Section 130 (3) of the Act states that Council must adopt the Annual Budget by 30 June each year.

Section 125 (1) of the *Local Government Act 1989* (the Act) stipulates that a Council must prepare and approve a Council Plan six months after each general election or by the next 30 June.

At its Meeting on 12 April 2017, Council resolved to advertise its Proposed 2017-2018 Annual Budget and Council Plan 2017-2021, seeking submissions from interested parties. A Special Meeting of Council was held on 22 May 2017 to consider submissions and to hear from any person or organisation wishing to be heard in support of their written submission.

17 written submissions were received with eight (8) submitters requesting to be heard to support their submission at the meeting held on Monday, 22 May, 2017.

Following the initial preparation of the Proposed 2017-2018 Annual Budget and Council Plan 2017-2021 by Council and having considered all submissions received from the community, and having complied with all relevant sections of the Act, Council is now in a position to consider adoption of the proposed 2017-2018 Annual Budget and proposed Council Plan 2017-2021 with minor adjustments.

Also, in accordance with section 125 (1), 125 (5), 130 (2) and 130 (4) of the Act, Council must give public notice of its decision and forward a copy of the Annual Budget and Council Plan to the Minister for Local Government 28 days from adoption date.

A summary on each budget and Council Plan submission is included in the Section 'Issues and Discussion' below.

##### **Issues and Discussion**

As required under Section 129 of the *Local Government Act 1989*, public notice of the 2017-2018 Annual Budget for Frankston City Council was given on 4 April 2016. The Budget was further advertised on Council's website and displayed at Council's customer service centres and libraries. Submissions were invited from the community in respect of the Budget with 17 submissions being received.

The period for making submissions closed at 5pm on Friday, 12 May, 2017.

##### **1.1 List of submitters are as follows:**

1. Ms. Jennifer Agesa – Resident;
2. Mr. Tim Connor - Resident;
3. Mr. Terry Taylor - Resident;
4. Mr. Mark Mercuri - Resident;
5. Ms. Jo Cavanagh - Resident;
6. Mr. Wade Angelo – Resident;
7. Mr. Paul France – Resident;
8. Mr. Paul Revell – Resident;
9. Mr. Peter Anscombe – Resident;
10. Ms. Hillary Poad – Resident;

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021  
Officers' Assessment**

11. Ms. Joyce Stocker – Bayside Gymnastics;
12. Ms. Michele McKinlay – Resident;
13. Ms. Maureen Griffin – Downs Estate Community Project;
14. Ms. Kathleen Hassell – Frankston Beach Association;
15. Ms. Rachel Weaver – Resident;
16. Ms. Pat Bentley – Frankston Beach Association.
17. Professor David Copolov – Monash University

**1.2 The following submitters made a verbal presentation to Council at a Special Meeting to hear submissions:**

1. Ms. Hillary Poad – Safe boat harbour/coast guard
2. Mr. Wade Angelo – 360 degrees innovative interactive platform
3. Ms. Jo Cavanagh – Family and community service hub
4. Mr. Paul France – Brighton Street footpath
5. Mr. Peter Anscombe – Council plan feedback
6. Ms. Pat Bentley – Safe boat harbor/coast guard
7. Ms. Joyce Stocker - Consideration of Bayside Gymnastics inclusion into Centenary Park Redevelopment project
8. Ms. Kathleen Hassell – Safe boat harbour/coast guard

**1.3 Proposed Annual Budget 2017-2018 - Discussion of issues raised by submitters:**

**1.3.1** Ms. Jennifer Agesa – Resident: The key point raised in this submission is as follows:

- The submission is requesting Council to provide details of the financial contributions to the Basketball Stadium project. If the Stadium doesn't attract the full support from council, this will only add to the financial stress of parents having to bridge the financial gap, which may then become unsustainable

Comments on Submission:

- The Council noted the general comments provided.
- Council will provide a response with the details of the financial contributions budgeted for the Basketball Stadium project.

**1.3.2** Mr. Tim Connor - Resident: The key point raised in this submission is as follows:

- The submission expressed concern over the omission of sealing the final section of Stott's Lane from the capital works program.

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021**  
**Officers' Assessment**Comments on Submission:

- The Council noted the general comments provided.
- Within Council's 2016-2017 Annual Budget it provided \$55,000 to undertake a design for the remaining unsealed section of Stott's Lane. Council is preparing to consult with the adjoining residents to seek support for a special charge scheme later this year. Should there be support for such a scheme, Council will receive a report to formally declare this initiative and may commence the process to construct Stott's Lane in 2018-2019.
- A detailed response will be provided to the submitter in relation to their concerns.

**1.3.3 Mr. Terry Taylor - Resident:** The key point raised in this submission is as follows:

- The submission is requesting an explanation of the missed kerbside bin KPI in the Council Plan.

Comments on Submission:

- The Council noted the general comments provided.
- A detailed explanation of the missed kerbside bin KPI in the Council Plan has been provided to the submitter.

**1.3.4 Mr. Mark Mercuri - Resident:** The key point raised in this submission is as follows:

- The submission requests information regarding the comparison of budget planned spend on the sport of basketball versus BMX and motorbike tracks. Are there any plans to upgrade the BMX and motor bike tracks and if so when?

Comments on Submission:

- The Council noted the general comments provided.
- Council will provide a detailed response comparing the planned budget spend on basketball and BMX and motor bike tracks. The response will also include any future plans to upgrade any BMX and motor bike tracks.
- An amendment to this budget will be included that allocates \$100,000 towards the consultation and concept design to confirm scope and estimate of the Frankston Sharks BMX Club project

**1.3.5 Ms. Jo Cavanagh - Resident:** The key point raised in this submission is as follows:

- The submitter is seeking clarity on Council engagement with the development of a Family and Community Services Hub which was strongly supported in the Think Big consultation.

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021****Officers' Assessment**Comments on Submission:

- The Council noted the general comments provided.
- An interim response was provided to the submitter clarifying that the Family and Community Hub idea has been included in the development of the (draft) Community Vision 2017-2021 which has been scheduled for presentation to Council in June 2017.

**1.3.6** Mr. Wade Angelo – Resident: The key point raised in this submission is as follows:

- The submitter wishes to propose and discuss an innovative and interactive online platform that will encourage potential holiday makers, shoppers and investors (on a global scale) to access a multimedia platform that showcases Frankston Tourism, Events, Local Businesses and Investment Opportunities in immersive 360 Degrees.

Comments on Submission:

- The Council noted the proposal provided.
- Council will provide a response to the submitter regarding the innovative and interactive online platform.

**1.3.7** Mr Paul France – Resident: The key point raised in this submission is as follows:

- The submission is concerned about the omission of the construction of a footpath in Brighton Street from the capital works program budget.

Comments on Submission:

- The Council noted the general comments provided.
- Council has competing priorities within its Capital Works program to address ageing infrastructure. Each year Councillors review the infrastructure needs of the municipality and makes considered decisions that best meets the needs of the community.

**1.3.8** Mr. Paul Revell – Resident: The key point raised in this submission is as follows:

- The submission requested the removal of the rubbish collection levy. Household rubbish disposal should be a core service and not an additional levy.

Comments on Submission:

- The Council noted the general comments provided.
- Council will provide the submitter with a detailed response in relation to the nature of the waste charges. Council applies its policy of full cost recovery in determining the waste charges for residents.

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021**  
**Officers' Assessment**

**1.3.9** Mr. Peter Anscombe – Resident: The key points raised in this submission are as follows:

- The submission expressed general concerns about the budget and the council plan.

Comments on Submission:

- The Council noted the general comments provided.
- Council will provide a detailed response to the various concerns raised.

**1.3.10** Ms. Hillary Poad – Resident: The key point raised in this submission is as follows:

- The submission is expressing concern over the safe boat harbour/coast guard relocation.

Comments on Submission:

- The Council noted the general comments provided.
- Council agreed to change the name of the strategic priority to eliminate any ambiguity. The amended name change is 'Develop a Coast Guard facility and boat refuge'.
- Council will provide a response to the concern over the safe boat harbour/coast guard relocation.

**1.3.11** Ms Joyce Stocker – Bayside Gymnastics: The key point raised in this submission is as follows:

- The submission requests the inclusion of the Bayside Gymnastics Club into the Centenary Park Complex project.

Comments on Submission:

- The Council noted the general comments provided.
- Council will provide a detailed response to the request for the inclusion of the Bayside Gymnastics Club into the Centenary Park Complex project.

**1.3.12** Ms. Michele McKinlay – Resident: The key point raised in this submission is as follows:

- The submission is expressing concern about the Frankston Green Wedge and its scant representation in the Council Plan.

Comments on Submission:

- The Council noted the general comments provided.
- Council will provide a detailed response to the concern about the Frankston Green Wedge.

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021****Officers' Assessment**

**1.3.13** Ms Maureen Griffin – Downs Estate Community Project (DECP): The key point raised in this submission is as follows:

- The submission is requesting consideration of the DECP community sustainability project.

Comments on Submission:

- The Council noted the general comments provided.
- Council will provide a detailed response regarding collaboration with Frankston City Council to create effective networks, projects and actions to raise Frankston green credentials and sustainability.

**1.3.14** Ms. Kathleen Hassell – Frankston Beach Association: The key point raised in this submission is as follows:

- The submission is expressing concern over the safe boat harbour/coast guard

Comments on Submission:

- The Council noted the general comments provided. It was also agreed by Council to change the name of the strategic priority to eliminate any ambiguity. The suggested name change is: Develop a Coast Guard facility and boat refuge.
- Council will provide a detailed response to the concern over the safe boat harbour/coast guard relocation.

**1.3.15** Ms Rachel Weaver – Resident: The key point raised in this submission is as follows:

- The submission is expressing concern that there is no four year priority in the Council Plan that directly relates to sustainable living, reducing natural resource use and minimising waste. Also there is no reference to volunteers.

Comments on Submission:

- The Council noted the general comments provided.
- Council will provide a detailed response to the concern over sustainable environment.

**4.1 Adoption of Annual Budget 2017-2018 and the Council Plan 2017-2021****Officers' Assessment**

**1.3.16** Ms. Pat Bentley – Frankston Beach Association: The key point raised in this submission are as follows:

- The submission is expressing concern over the safe boat harbour/coast guard.

Comments on Submission:

- The Council noted the general comments provided. It was also agreed by Council to change the name of the strategic priority to eliminate any ambiguity. The suggested name change is: Develop a Coast Guard facility and boat refuge.
- Council will provide a detailed response to the concern over the safe boat harbour/coast guard.

**1.3.17** Professor David Copolov AO – Monash University: The key point raised in this submission are as follows:

- This submission is referring to Theme 4 Employment, education and economy. Monash University is keen to engage in discussions with Council relating to possible future course development to better meet regional industry needs.

Comments on Submission:

- The Council noted the general comments provided and minuted the correspondence.
- Council will provide a detailed response to the submitter regarding employment, education and the economy.

Following consideration of submissions received, minor amendments are recommended to the proposed Annual Budget 2017-2018 and proposed Council Plan 2017-2021 as advertised.

## Appendix A – Derelict Land

### Derelict Land

#### Definitions/Characteristics:

Derelict Land is any land that meets one or more of the following criteria:

- The building or land is destroyed, decayed, deteriorated, or fallen into partial ruin especially through neglect or misuse. This may include but not be limited to excessive dirt; peeling paint; broken windows, elements of the facade or advertising signs; loose or broken fittings, fixtures; or faulty lighting.
- The building or land constitutes a danger to health or property. This may include but not limited to:
  - The existence on the property of vermin, litter, fire or other environmental hazards
  - A partially built structure where there is no reasonable progress of the building permit
- Provides an opportunity to be used in a manner that may cause a nuisance or become detrimental to the amenity of the immediate area
- Is in such a state of repair that would prohibit its occupation
- The condition of the property or land has a potential to affect the value of other land or property in the vicinity.
- There is excessive growth of grass and or noxious weeds or undergrowth
- Affects the general amenity of adjoining land or neighbourhood by the appearance of graffiti, any stored unregistered motor vehicles, machinery (or parts thereof), scrap metal, second hand timber and or building materials, waste paper, rags, bottles, soil or similar materials.

#### Objective:

To ensure that the incidence of dilapidated properties reduces in the municipality and all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

#### Types and Classes:

Rateable land having the relevant characteristics described in the Recommendation.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Wherever located within the municipal district.



**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/15 Financial Year

## Appendix B – Retirement Village

### **Retirement Village Land**

#### **Definitions/Characteristics:**

Any land which is used primarily for the purposes of a retirement village.

#### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Recognition of expenditures made by Council on behalf of the retirement village sector.

#### **Types and Classes:**

Rateable land having the relevant characteristics described in the definition/ characteristics.

#### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

#### **Geographic Location:**

Wherever located within the municipal district.

#### **Use of Land:**

Any use permitted under the relevant Planning Scheme.

#### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/15 Financial Year.

## Appendix C – Acacia Heath

### **Acacia Heath Land**

#### **Definitions/Characteristics:**

Any land in the Acacia Heath precinct (as defined in plans of subdivision 446669/70, 448786/7/8, 512750, 531862/63, 537447 and 546857/58).

#### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

#### **Types and Classes:**

Rateable land having the relevant characteristics described in the Recommendation and which otherwise would not be classed as derelict land.

#### **Use and Level of Differential Rate:**

The differential rate will be used to offset the costs of works associated each year with the protection and management of public open space and expanded road reserves in the subdivision, approved under Planning Permit No. 01020.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

#### **Geographic Location:**

Wherever located within the municipal district.

#### **Use of Land:**

Any use permitted under the relevant Planning Scheme.

#### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/15 Financial Year.

## Appendix D – Commercial

### **Commercial**

#### **Definitions/Characteristics:**

Any land which is used primarily for the purposes of a commercial land including developed and vacant land.

#### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
5. Encouragement of employment opportunities; and
6. Promotion of economic development; and
7. Requirement to ensure that streetscaping and promotional activity is complementary to the achievement of industrial and commercial objectives.

#### **Types and Classes:**

Rateable land having the relevant characteristics described in the definition/ characteristics.

#### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

#### **Geographic Location:**

Wherever located within the municipal district.

#### **Use of Land:**

Any use permitted under the relevant Planning Scheme.

#### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/15 Financial Year.

## Appendix E – Farm

### Farm Land

#### Definitions/Characteristics:

Farm Land is any land which does not have the characteristics of general land or vacant sub-standard land or commercial land or industrial land; which is:

- “farm land’ within the meaning of Section 2(1) of the *Valuation of Land Act 1960*

#### Objective:

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

1. Construction and maintenance of infrastructure assets
2. Development and provision of health and community services
3. Provision of general support services.

#### Types and Classes:

The types and classes of rateable land within this category are those having the relevant characteristics described above.

#### Use and Level of Differential Rate:

The money raised by the differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

#### Geographic Location:

The geographic location of the land within this category is wherever it is located within the municipal district, without reference to ward boundaries.

#### Use of Land:

The use of the land within this category is any use of land permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

The types of buildings on the land within this category are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2013/14 financial year.

## Appendix F – Industrial

### **Industrial**

#### **Definitions/Characteristics:**

Any land which is used primarily for the purposes of an industrial land including developed and vacant land.

#### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
5. Encouragement of employment opportunities; and
6. Promotion of economic development; and
7. Requirement to ensure that streetscaping and promotional activity is complementary to the achievement of industrial and commercial objectives.

#### **Types and Classes:**

Rateable land having the relevant characteristics described in the definition/ characteristics.

#### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

#### **Geographic Location:**

Wherever located within the municipal district.

#### **Use of Land:**

Any use permitted under the relevant Planning Scheme.

#### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/15 Financial Year.

## Appendix G – Vacant Residential Land

### **Vacant Residential Land**

#### **Definitions/Characteristics:**

Any land which is zoned residential under the relevant Planning Scheme and on which there is no building that is occupied or adapted for occupation.

#### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Encouragement of development on land; and
2. Construction and maintenance of public infrastructure; and
3. Development and provision of health & community services; and
4. Provision of general support services; and
5. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

#### **Types and Classes:**

Rateable land having the relevant characteristics described in the definition/ characteristics.

#### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

#### **Geographic Location:**

Wherever located within the municipal district.

#### **Use of Land:**

Any use permitted under the relevant Planning Scheme.

#### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

## Appendix H – Other Land

### **Other Land**

#### **Definitions/Characteristics:**

Any land that is developed or vacant which is not Retirement Village Land, Industrial Land, Vacant Residential, Acacia Estate Properties, Derelict Land, Farm Land or Commercial Land.

#### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

#### **Types and Classes:**

Rateable land having the relevant characteristics described in the definition / characteristics.

#### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

#### **Geographic Location:**

Wherever located within the municipal district.

#### **Use of Land:**

Any use permitted under the relevant Planning Scheme.

#### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/15 Financial Year.



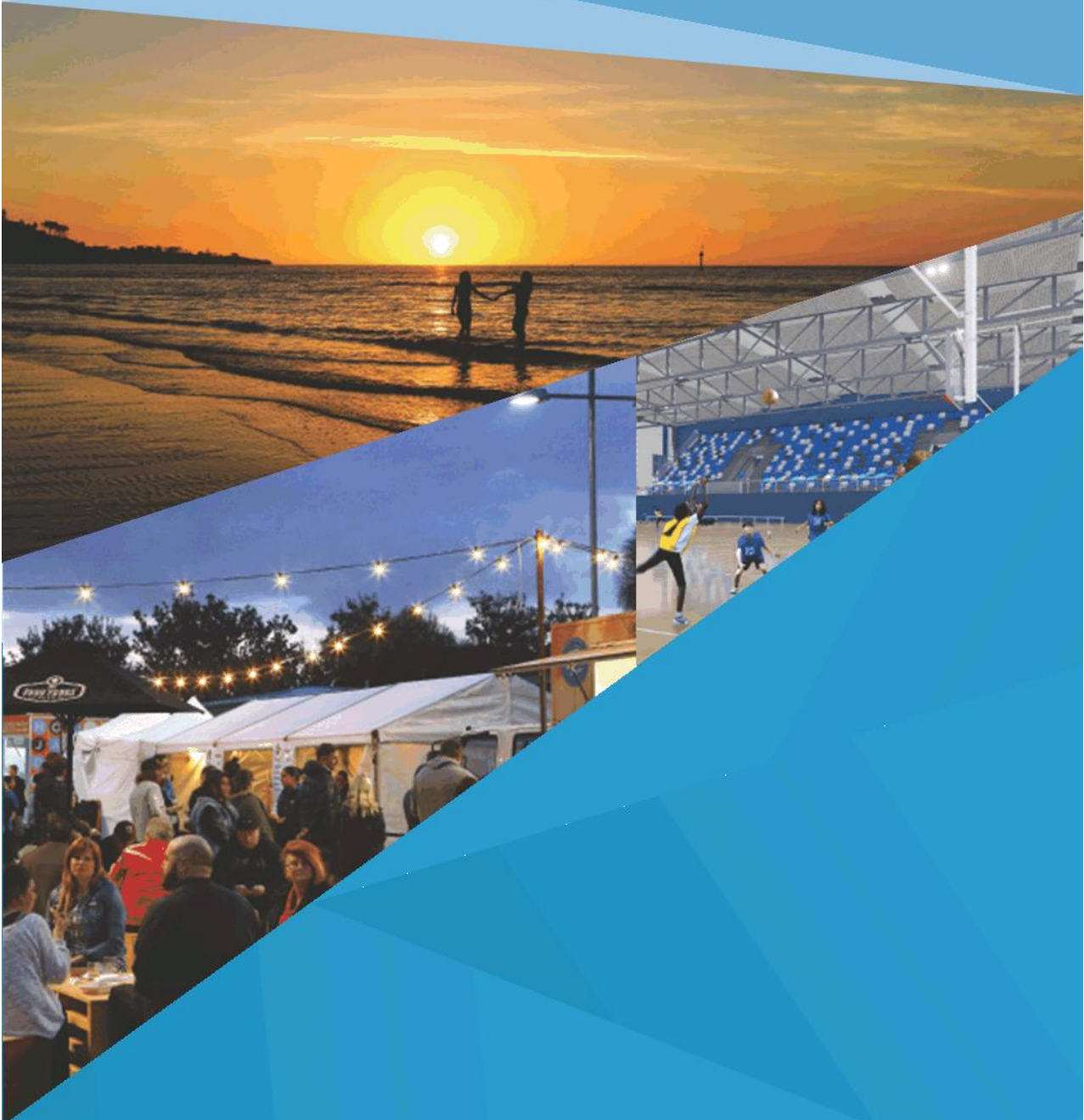
# Frankston City Council Annual Budget

2017 – 2018

Adopted on 31 May 2017



*opportunity » growth » lifestyle*





## Contents

---

<b>MAYOR'S INTRODUCTION .....</b>	<b>1</b>
<b>CHIEF EXECUTIVE OFFICER'S MESSAGE .....</b>	<b>2</b>
<b>EXECUTIVE SUMMARY.....</b>	<b>4</b>
<b>BUDGET REPORTS.....</b>	<b>10</b>
1. <b>LINKAGE TO COUNCIL PLAN .....</b>	<b>10</b>
2. <b>SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS .....</b>	<b>13</b>
3. <b>FINANCIAL STATEMENTS .....</b>	<b>25</b>
4. <b>FINANCIAL PERFORMANCE INDICATORS .....</b>	<b>33</b>
5. <b>OTHER BUDGET INFORMATION .....</b>	<b>35</b>
6. <b>DETAILED LIST OF CAPITAL WORKS .....</b>	<b>37</b>
7. <b>RATES AND CHARGES .....</b>	<b>46</b>
<b>BUDGET ANALYSIS.....</b>	<b>59</b>
8. <b>SUMMARY OF FINANCIAL POSITION .....</b>	<b>59</b>
9. <b>BUDGET INFLUENCES .....</b>	<b>66</b>
10. <b>ANALYSIS OF OPERATING BUDGET .....</b>	<b>70</b>
11. <b>ANALYSIS OF BUDGETED CASH POSITION .....</b>	<b>78</b>
12. <b>ANALYSIS OF CAPITAL BUDGET .....</b>	<b>82</b>
13. <b>ANALYSIS OF BUDGETED FINANCIAL POSITION .....</b>	<b>88</b>
<b>LONG TERM STRATEGIES .....</b>	<b>91</b>
14. <b>STRATEGIC RESOURCE PLAN .....</b>	<b>91</b>
15. <b>RATING INFORMATION .....</b>	<b>95</b>
16. <b>OTHER LONG TERM STRATEGIES.....</b>	<b>99</b>
<b>APPENDICES .....</b>	<b>102</b>
<b>OVERVIEW TO APPENDICES.....</b>	<b>102</b>
<b>A FEES AND CHARGES 2017-2018 .....</b>	<b>103</b>
<b>B BUDGET PROCESS .....</b>	<b>117</b>
<b>C DETAILED CAPITAL WORKS PROJECTS 2017-2018 .....</b>	<b>120</b>

## Mayor's introduction

As your new Mayor, I am pleased to present to you the 2017-2018 Annual Budget.

My fellow Councillors and I are committed to achieving great outcomes for residents and part of this includes producing a budget capable of withstanding the Victorian Government's 2.0 per cent rate cap.

I am confident we have achieved a balanced budget that delivers the essential services our community expects, and coupled with current public and private sector investment believe we are achieving our vision of becoming the lifestyle capital of Melbourne.

As previously indicated, funding has been assigned to the redevelopment of the Frankston Basketball Stadium to support the growth of basketball locally and to allow for wider community use.

Over \$9.03 million will be invested into maintaining and improving our city's road and bridge network to ensure they remain at a high standard.

Around \$2.38 million has been committed to the development of a new multi-use pavilion at Carrum Downs Recreation Reserve. In addition, \$1.78 million has been dedicated to the construction of a new Ballam Park East Pavilion.

To complement the recent Wells Street redevelopment and current Victorian Government Young Street revamp, \$1.08 million has been allocated to further enhance our city centre.

There will be a continued focus on asset renewal to ensure our existing facilities serve us well into the future, negating the need for unnecessary capital works expenditure.

For the second year Peninsula Leisure Ltd, operators of PARC and Pines Forest Aquatic Centre have been included in the overall Council budget. Since opening its doors in 2014, PARC has welcomed over two million visitors and continues to produce pleasing financial returns.

Visitation to the Frankston Regional Recycling and Recovery Centre has grown steadily with the facility becoming recognised as the preferred destination for the disposal of hard waste and recycling.

Frankston City is currently undergoing a major transformation with an enormous amount of public and private investment that will forever change the way the city looks and feel.

Council will continue to engage with the community over the coming years to ensure non-essential services are reviewed and budget priorities are identified.

**Cr Brian Cunial**  
**Mayor, Frankston City Council**

## Chief Executive Officer's Message

There is no doubt that the 2017-18 financial year (and future financial periods) will pose significant challenges to Frankston City Council in this current rate capped environment. This Annual Budget document endeavours to deal with these challenges in the most prudent financial manner but there remain many consequences of the rate capping which are yet to be fully understood by the broader community.

In providing this message, I would like in particular to highlight some of these key points.

### Council is committed to achieving efficiencies in expenditures

Frankston City Council has been strongly committed to reducing operational spending over the past five years. These savings have allowed Council to continue to deliver the same level of services to the community with less money. Council will continue this approach but it should be noted that there is much less scope to make further reductions without a consequent impact on service levels.

### Infrastructure spending impact on Council

Prior to the introduction of rate capping, Frankston City Council had significantly grown its funding for key Council infrastructure through responsible and stable rate increases of 5.50 per cent per annum. This placed Council in a financial position to deliver major infrastructure including the recent Peninsula Aquatic Recreation Centre (PARC), the Frankston Regional Resource and Recycling Centre (FRRRC) and the Frankston Yacht Club development.

The reduction to an annual rate increase of 2.0 per cent will reduce Council's revenue by \$16.8 million over the next five years which will firstly reduce Council's ability to fund new capital projects and ultimately require reductions in current service provision.

### Adverse impacts on Council due to other State / Commonwealth Government decisions

Whilst the rate capping regime directly limits Council's rate revenue (of which Council relies upon for 63 per cent of total revenue), there are a number of State / Commonwealth Government decisions which are further placing the Council financial position under duress. These include the following:

- For many years the Commonwealth and State Governments have transferred responsibilities of their programs to local government with insufficient funding or grants which don't keep pace with delivery costs. The impact is that our community is further burdened with increased rate charges to fund the gap in order to maintain service levels.
- The impact of cost shifting has been significantly increased by the Commonwealth Government decision to freeze Financial Assistance Grants provided to each State – for distribution to local governments – for a three year period which concludes in 2017-2018.

### Compliance with the rate cap

Frankston City Council has complied with the 2.0 per cent rate cap with total rates and municipal charges raised increasing from \$91,595,228 in 2016-2017 to \$93,416,902 in 2017-2018.

What has not been well communicated by the State Government however is that this 2.0 per cent increase will rarely translate to an individual rate account. Individual rate accounts comprise of three components: State levies that Council collects on behalf of the State Government (Landfill Levy, Fire Services Levy), Council's waste services charge and Council rates. Council has no control over State levies which have risen at an alarming rate during the past five years. The Landfill Levy has increased





from \$28 per tonne in 2014-2015 to an estimated \$65 per tonne in 2017-2018. Council has not yet been advised of the 2017-2018 increase in the Fire Services Levy but it is expected that it will be well above 2.0 per cent.

Despite being challenged by the rate capping environment, Council has funded in this budget a number of key projects including:

- Kananook Reserve Basketball Stadium
- Carrum Downs, Ballam Park East, Ballam Park Soccer and Overport Park pavilion
- Warrandyte Road widening and reconstruction
- Change rooms at Seaford North and RF Miles Reserves
- Construction of a car park at McClelland Reserve
- Training café at Frankston South Community and Recreation Centre
- Local area traffic management for Woodlands Precinct
- Station Street Mall upgrade
- Solar PV Program for sporting facilities
- Seaview Road pathway
- Centenary Park Sporting Complex
- Beauty Park and Nepean Highway Foreshore toilets

In closing, this Council will continue to manage its financial position responsibly and in the best interests of the Frankston community. Whilst continued low rate increases are popular with the general community, this will have a direct impact on the services and infrastructure that Council can provide in the coming years.

**Dennis Hovenden**  
**Chief Executive Officer**

## Executive Summary

Council has prepared a Budget for 2017-2018 which is aligned to the vision in the Council Plan 2017-2021. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This Budget projects a surplus of \$36.53 million for 2017-2018, however, it should be noted that the adjusted underlying result is a surplus of \$22.78 million after adjusting for capital grants and contributions (refer Sections 5 and 10.1).

### Capping of Council Rates

On 2 December 2015, the Victorian Government passed legislation to restrict Council from increasing rate income by more than the average cap set by the Minister for Local Government.

The Minister for Local Government announced on 16 December 2016 that Victorian council rate rises would be capped to the rate of inflation in the 2017-2018 financial year. That is, the Consumer Price Index (CPI) as published by the Victorian Department of Treasury and Finance, which is **2.0 per cent** for the 2017-2018 financial year.

Where the level of income raised under the rate cap is insufficient to meet specific needs, councils can apply to the Essential Services Commission for a higher cap. Frankston City Council has not elected to apply for variation to the rate cap in the 2017-2018 year.

In terms of the impact on the average residential property in Frankston City Council, the total rates and charges annual impact is \$33.70 or \$0.65 per week (includes waste charges).

Average general residential rate	2016-2017	2017-2018	Variance %	Variance \$
Median residential valuation in Frankston	\$ 427,220	\$ 427,220		
Residential rate in the dollar	0.002873	0.002930		
Total rates	\$ 1,227.40	\$ 1,251.75	2.0%	\$24.35
Municipal charge	\$ 152.55	\$ 155.60	2.0%	\$3.05
Council garbage charge (120L)(No GST)	\$ 315.20	\$ 321.50	2.0%	\$6.30
<b>Total rates and charges median residential</b>	<b>\$ 1,695.15</b>	<b>\$ 1,728.85</b>	<b>2.0%</b>	<b>\$33.70</b>

#### Key drivers:

- To fund ongoing service delivery – business as usual (balanced against greater service demands from residents)
- To fund renewal of infrastructure and community assets
- To cope with growth in the population of the Frankston City residents
- To cope with cost shifting from the State Government
- To cope with a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of indexation of the grant



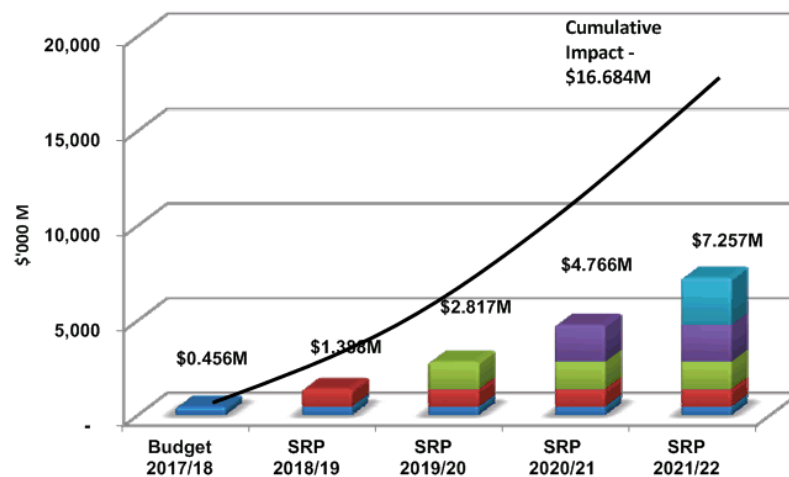
This is not a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).

Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments. Refer Section 7 for further Rates and Charges details.

Rate capping will have a detrimental effect on Council’s ability to provide community services and facilities in the future – leaving our services very vulnerable. The outcomes will have implications for future years and the Strategic Resource section of this budget document presents the cumulative impact in dollar terms of the forecast reduction in community services / capital spending to be realised. For the 2017-2018 financial year, the State Government Minister for Local Government has announced a limit on the amount Victorian councils may increase rates. The cap for the 2017-2018 financial year is 2.0 per cent. The cap is based on the Consumer Price Index expected for the financial year.

This cap has a significant effect on Council’s current Long Term Financial Planning, with rate revenue being \$9.427 million less than anticipated over the first four years, growing to \$16.684 million over five years. This reduction will have a severe impact on Council’s financial capacity to maintain service levels and deliver key capital projects.

**Cumulative impact of Rate Income  
(excludes waste charges)  
LTFP 2.5% vs Rate Increase 2.0%**



**Key things we are funding**

- 1) Ongoing delivery of services to the Frankston City community funded by a budget of \$78.19 million. These services are summarised in Section 2.1.
- 2) Continued investment in Infrastructure assets (\$24.63 million) primarily for renewal works. This includes roads (\$9.7m); bridges (\$0.9m); footpaths and bicycle paths (\$2.3m); drainage (\$0.9m); waste management (\$0.1m); parks, open space and streetscapes (\$4.2m); recreational, leisure

and community facilities (\$4.5m) and off street car parks (\$0.9m). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

- 3) The delivery of new and upgraded assets including Kananook Reserve Basketball Stadium (\$8.1m), Ballam Park east pavilion upgrade (\$1.8m), Carrum Downs pavilion (\$2.4m) and the construction of a car park at McClelland Reserve (\$0.95m).

#### Strategic Objective 1: A planned city

- 4) Work with the Victorian Government to develop a business case for a catalyst development as a further stage of the Frankston Station Precinct Redevelopment
- 5) Redevelop the existing Frankston Arts Centre and Civic Centre precinct
- 6) Undertake a feasibility study to relocate Council's Operations Centre and allow for an exemplar urban renewal project

#### Strategic Objective 2: A liveable city

- 7) Increase investment and activation of the Frankston City Centre through investment, attraction and business support programs.
- 8) Support the establishment of a health centre of excellence to demonstrate evidence for an integrated health hub.
- 9) Continue to develop service levels for Asset Management including:
  - Footpaths
  - Shared Paths

#### Key Statistics

There are a number of key components of the 2017-2018 Annual Budget to highlight as covered in the below points:-

- Total revenue: \$185.33M (2016-2017 = \$171.37M)
- Total expenditure: \$148.80M (2016-2017 = \$144.24M)
- Accounting result: \$36.53M surplus (2016-2017 = \$27.12M surplus)
- Underlying operating result: \$22.78M surplus (2016-2017 = \$20.84M surplus)  
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses.)
- Cash result: \$11.994M surplus (2016-2017 = \$3.548M surplus)  
Net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers.
- Capital works program: \$51.92M (2016-2017 = 44.92M)  
(including carry forwards).
  - \$36.47M from Council operations (rate funded)
  - \$9.32M from external grants
  - \$2.72M from external contributions
  - \$2.37M from asset sales





- \$1.05M from cash and reserves
- The 2017-2018 Annual Budget is based on a rate capped average increase in Council rates of 2.00 per cent as prescribed by the Victorian Government.
- A continued commitment to maintain the condition of community assets through asset renewal (\$24.30 million in 2017-2018 increasing to \$25.88 million in 2021-2022)
- The Annual Budget is prepared with a 2.0 per cent increase in the green waste service charge and general waste incorporating kerbside collection and recycling.
- No further borrowings are planned in 2017-2018

This budget continues to deliver value to the Frankston community in the provision of services and capital works. This budget provides for:

- \$21.89 million invested in the preservation of local amenity and promotion of a safe, clean and attractive city through maintaining civil infrastructure, shopping centre precincts, natural resources, foreshore infrastructure and recreation reserves.
- \$15.73 million invested to provide strategies for the waste management needs of the municipality and the recovery and recycling facility (FRRRC)
- \$14.62 million to support and enhance the health and wellbeing of families, children and young people. Also supports other local providers of children's, family and youth services. Provides home and community based services and support to maintain dignity and independence of older people;
- \$13.20 million for the provision of indoor and outdoor aquatic centres to improve health and wellbeing in the community.
- \$7.96 million to stimulate activity in the municipality through events, festivals, arts and libraries;
- \$7.47 million to support the social, recreational, cultural and economic life of the community through innovative planning and development initiatives, delivering projects and managing quality public spaces. Provides traffic management solutions, strategic transportation planning, road safety programs, project and contract management for the design and construction of infrastructure projects in the capital works program;
- \$7.34 million to ensure the safety of the community;
- \$5.57 million to deliver, maintain and retire facility buildings in Frankston Council. Constructs new or develops old building facilities in the municipality provides cleaning, security and maintenance to about 300 Frankston City Council buildings;
- \$5.27 million to undertake research and implement policies and programs to enhance community wellbeing, social inclusion, participation, empowerment and resilience;
- \$24.30 million to be invested in maintaining and renewing existing community assets such as buildings, parks, footpaths and drains;
- \$12.36 million to invest in upgrading of assets;
- \$8.18 million to invest in expansion of assets; and
- \$7.08 million to invest in new capital works.

### Key infrastructure projects included in the 2017-2018 Annual Budget

A significant allocation of Capital Works funds have been allocated to Structure Recreation with an overall budget of \$16.167 million. Significant projects in this category include:

- \$8,133,149 Frankston Basketball Stadium Expansion – Construction works to continue in 2017-18 – (Council contribution of \$2,536,774)
- \$2,379,967 Carrum Downs Recreation Reserve Pavilion – Construction of a new multi-purpose pavilion ( \$1,015,467 Council Contribution)
- \$1,764,046 Ballam Park East Pavilion - Construction of a new pavilion (*\$1,464,046 Council contribution*)
- \$950,000 McClelland Reserve Car Park – Design and Construction of a car park (\$950,000 Council contribution)
- \$450,000 Ballam Park Soccer Pavilion – Design of multi-purpose pavilion for soccer and cricket clubs (\$50,000 Council contribution)
- \$500,000 Seaford North Reserve Change rooms – Design and Construction of additional change rooms (\$200,000 Council Contribution)
- Other recreational hubs to obtain funds for new and upgrade works include; Overport Park pavilion, Lloyd Park, Carrum Downs Recreation Reserve, Jubilee Netball Centre and Centenary Park.

Funds allocated for Roads and Bridges amount to \$9,025,000 (\$6,110,000 Council Contribution). The significant road projects include:

- Cranhaven Road , Langwarrin (Warrandyte Road to Lapwing Court) – Special Charge Scheme
- Newton Avenue and Weeroona Road, Langwarrin South – Special Charge Scheme
- Taylors Road, Skye (Ballarto Road to Hall Road)
- Valley Road, Skye

Council is allocating funds of \$368,676 on improving existing administration processes to Information Technology related projects. The various projects will improve existing systems and introduce new systems to make Council processes more streamlined and efficient. These projects have all been approved by the IS Steering Committee. (\$368,676 Council Contribution).

An amount of \$1,088,770 funds has been allocated for Traffic Management and in particular to implement the findings for the Local Area Traffic Management study conducted recently in Woodlands precinct in Langwarrin.

There is continuing focus in the Central Activity Area (CAA) with major developments underway both private and state government. Opportunities exist with anticipated grant funding from state government and contributions from developers to improve streetscapes. The budget allocated for the CAA is \$1,820,000 and includes upgrade of Station Street mall, Nepean Highway Boulevard (from Beach Street to Davey Street), Shannon mall upgrade and Clyde Street mall upgrade.

Funds allocated to improve Community and Child Care facilities amount to \$637,000. The facilities involved include Langwarrin Child and Family Centre, Seaford Child and Family Centre, Seaford Community Centre and a new Training Café for the Frankston South Community and Recreation Centre.

There has been an allocation of \$497,588 for Footpaths and Shared Paths along sections of roads. The selection of footpaths and shared paths to be constructed next year has been based on the



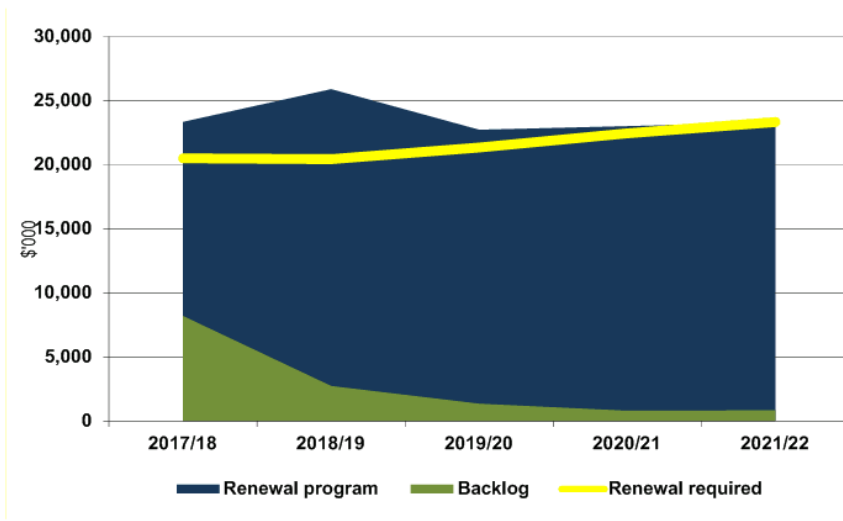
findings from Frankston Paths Development Plan (Nov 2015). This plan has prioritised works to be undertaken for the next 15 years.

**Maintaining the asset renewal challenge**

Sound asset management requires Council to understand long term as well as short term financial obligations. The table included below highlights the estimated annual renewal requirements based on data from condition audits and the projections in the current Road, Drainage, Open Space and Building Asset Management Plans.

Over the next five years, \$118 million has been allocated to the renewal program to replace infrastructure, plant and equipment, information and communication technology assets as they become unserviceable or fail.

The table below shows our renewal funding strategy over the asset classes for the next five years.



- The challenge to fund the appropriate replacement of existing assets (roads, drains, buildings etc.) is one that City of Frankston shares with many other municipalities.
- Council has replenished its asset renewal spend in 2017-2018 and onwards to maintain the level of resources required to renewing our assets and address the renewal backlog.

## Budget Reports

### 1. Linkage to Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning framework. The framework guides the Council in identifying community needs and aspirations over the long term (Community Plan), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable through Audited Statements.

#### 1.1 Planning and accountability framework

The Strategic Resource Plan, included in the Council Plan, is a rolling five year plan that outlines the financial and non-financial resources that Council requires to achieve the long term community outcomes (strategic objectives), strategies and plans described in the Council Plan. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the services and initiatives, strategies and plans. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.

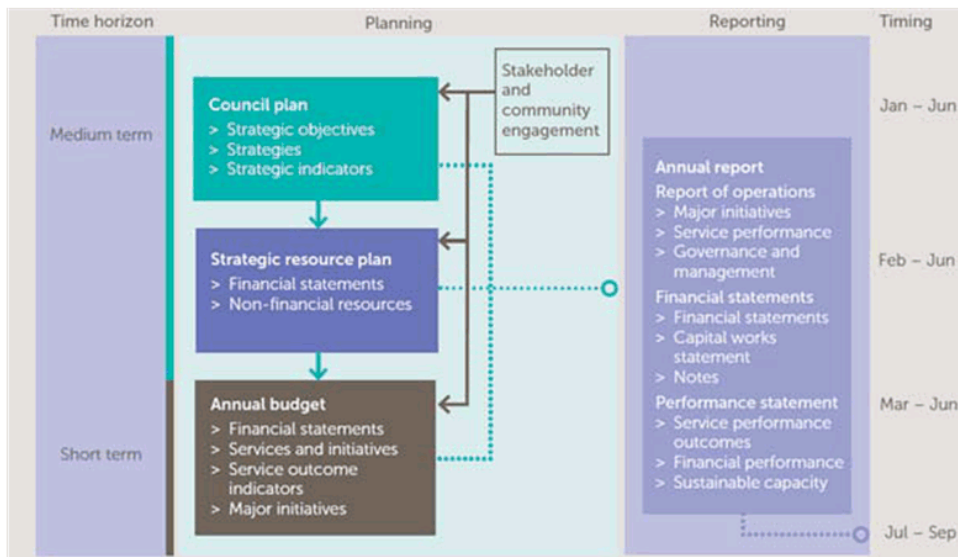


Figure 1: Local Government Planning and Accountability Framework. Source: Department of Transport, Planning and Local Infrastructure

In addition to the above, Council has a long term Community Plan, which articulates a community vision, mission and values. The Council Plan is prepared with reference to the Community Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed within six months or by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.



The diagram below depicts Council’s planning framework.

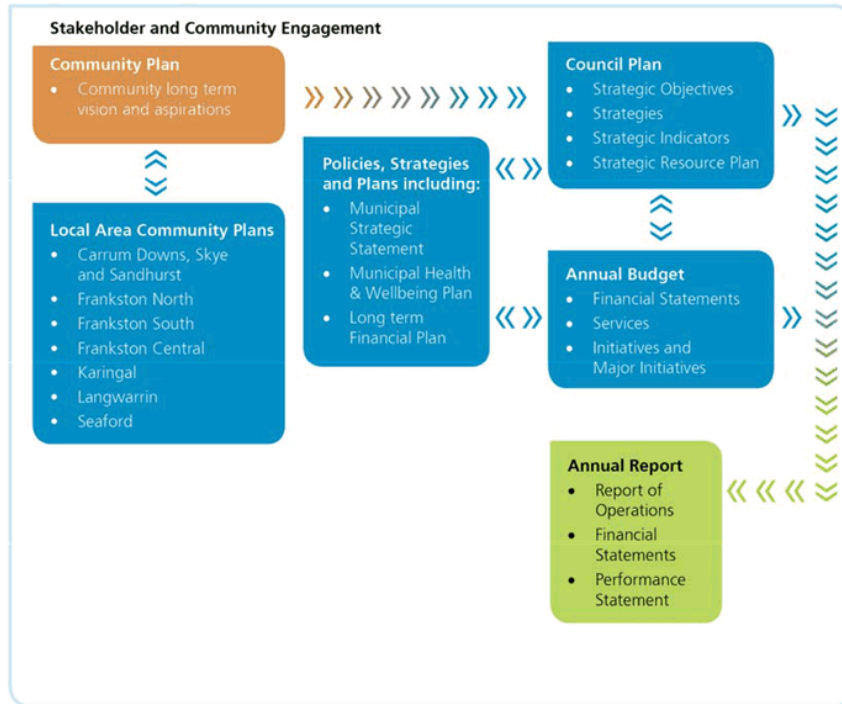


Figure 2: Council’s planning framework

## 1.2 Our purpose

### Lifestyle Capital of Victoria

We are driven by the privilege of serving our community, providing leadership and visionary thinking to ensure Frankston is recognised as the lifestyle capital of Victoria.

## 1.3 Our values

- Community
- Respect
- Excellence
- Accountability
- Teamwork
- Integrity
- Sustainability



### Long term community outcomes

The Council Plan details the long term community outcomes (these are known as strategic objectives in the *Local Government Act* (1989) that will drive Council’s role in partnership with our community to achieve the vision and aspirations outlined in the Community Plan. The Council Plan identifies four long-term community outcomes under which Council’s activity for the next four years will be delivered. The table below describes the four long term community outcomes described in the Council Plan.

Long term community outcome	Description
<b>1. A Planned City</b>	A vibrant city providing housing, stunning beaches, a beautiful natural environment and arts and cultural experiences. Everything you want at your doorstep – shopping, education, employment, recreation and a lifestyle the envy of others.
<b>2. A Liveable City</b>	Welcoming neighbourhoods, green streets and thoroughfares, parks and natural reserves, an active foreshore and vibrant town centres delivering a living environment that is second to none. An active and healthy community that is connected through participation in activities at our local and regional sporting facilities, events and festivals.
<b>3. A Well Governed City</b>	An elected Council that is driven by the privilege of serving its community and providing leadership and vision to ensure Frankston is recognised as the lifestyle capital of Victoria.
<b>4. A Well Managed City</b>	Proudly delivering services to improve our community’s lifestyle. An organisation that is recognised amongst its peers as a leader in the sector, and one that is founded upon its engagement and connection to its community.





## 2. Services, initiatives and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017-2018 year and how these will contribute to achieving the long term community outcomes specified in the Council Plan. It also includes a number of initiatives, major initiatives and service performance outcome indicators. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan (N.B. The State Government’s diagram below references *Strategic Objectives*. These are the same as Frankston City Council’s Long Term Community Outcomes detailed in the Council Plan.) The relationship between these components of the Budget and the Council Plan, along with the link to reporting in the Annual Report, is shown below. Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are listed in a table at the end of each long term community outcome.

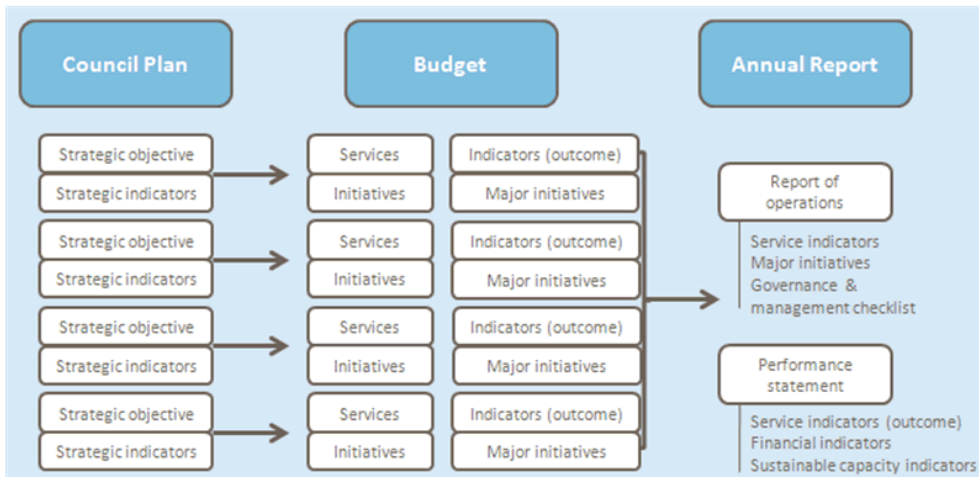


Figure 3: Relationship between the Budget, Council Plan and Annual Report. Source: Department of Transport, Planning and Local Infrastructure



**Long term community outcome 1: A Planned City**

To achieve our objective of a planned city we will have a city that is a preferred destination for investment and development. A vibrant city providing affordable housing, stunning beaches, a beautiful natural environment, and arts and cultural experiences. Everything you want at your doorstep – retail shopping, education, employment, recreation and a lifestyle the envy of others.

**Services**

Business area	Description of services provided	Strategy or plan	Expenditure (Revenue) Net Cost \$'000
Infrastructure	Provides traffic management solutions, strategic transportation planning, road safety programs, management of public spaces and quality control on subdivisional and commercial developments including protection of Council’s assets. Delivers project and contract management for the design and construction of infrastructure projects in the capital works program to provide quality services and facilities to the community. The projects include new, upgrades, expansions, renewals and compliance projects.	Integrated Transport Strategy	4,009 <u>(372)</u> 3,637
		Car Parking Precinct Plan	
		Capital Works	51,925
Planning and Environment	Researches and prepares land use, development and environmental strategies for the municipality. Undertakes timely assessment of development, land use, subdivision and tree removal proposals. Develops and implements integrated nature conservation and biodiversity protection strategies and action plans. Educates and enforces (in close cooperation with Council’s Community Safety officers) to ensure that all land use and development within Frankston fully complies with approvals and relevant legislation.	Municipal Strategic Statement	3,458 <u>(991)</u> 2,467
		Frankston Metropolitan Activity Centre Structure Plan	
Community Relations	Provides the first point of contact for our communities, including residents, visitors, businesses, investors, media and internal departments. Manages Frankston City’s and the organisation’s reputation, disseminates key messages to our	Housing Strategy	2,887 <u>(5)</u> 2,882





	communities and positions the municipality as the preferred place to live, learn, work, visit and invest.	
CAA	Central Activity Area is managing the \$63 million project to redevelop and revitalise the Frankston Station Precinct. This will transform the heart of Frankston to provide a safe, modern and thriving place of business and activity.	813
Development	The objective of the project is to stimulate investment and drive the long-term vision of a revitalised city centre.	<u>(314)</u>
		499

**Major initiatives**

**Council Plan Theme 1.1: Community Infrastructure**

- 1) Work with the Victorian Government to develop a business case for a catalyst development as a further stage of the Frankston Station Precinct Redevelopment
- 2) Redevelop the existing Frankston Arts Centre and Civic Centre precinct
- 3) Undertake a feasibility study to relocate Council’s Operations Centre and allow for an exemplar urban renewal project

**Initiatives**

**Council Plan Theme 1.1: Community infrastructure**

- 4) Commence delivery of the Jubilee Park Netball Stadium
- 5) Complete a business case for electrification of Baxter rail
- 6) Finalise a business case for a catalyst development in the city centre
- 7) Prepare a 20 year Community Infrastructure Plan based on fit for purpose requirements for:
  - accessible universal services
  - projected leisure and recreational facilities
  - early years facilities

**Council Plan Theme 1.2: Development and housing**

- 8) Attract higher density residential apartments, including affordable housing in and around the Frankston Municipality Activity Centre (FMAC)
- 9) Develop a Development Contributions Scheme
- 10) Finalise the cash in lieu Parking Scheme
- 11) Adopt the Housing Strategy



**Council Plan Theme 1.3: Natural and sustainable environment**

- 12) Develop the Green Wedge Management Plan
- 13) Educate and engage the community through Council’s *Greening Our Future* community events and information
- 14) Refresh the energy and emissions reduction plan

**Service performance outcome indicators**

Service	Indicator	Performance measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council’s decision in relation to a planning application / Number of VCAT decisions in relation to planning applications ] x100

**Long term community outcome 2: A liveable city**

To achieve our objective of a liveable city, we will have welcoming neighbourhoods, green streets and thoroughfares, parks and natural reserves, an active foreshore, and vibrant town centres delivering a living environment that is second to none. An active and healthy community that is connected through participation in activities at our local and regional sporting facilities, events and festivals.

**Services**

Business area	Description of services provided	Strategy or plan	Expenditure (Revenue) Net Cost \$'000
Operations	Preserves local amenity and promotes a safe, clean and attractive city through maintaining civil infrastructure, shopping centre precincts, natural resources, foreshore infrastructure and recreation reserves. Provides services and strategies for emergency management.	Road Management Plan	21,887 <u>(1,468)</u> 20,419
Community Relations	Provides the first point of contact for our communities, including residents, visitors, businesses, investors, media and internal departments. Manages Frankston City’s and the organisation’s reputation, disseminates	Economic Development Strategy Frankston	1,444 <u>(143)</u> 1,301

Business area	Description of services provided	Strategy or plan	Expenditure (Revenue) Net Cost \$'000
	key messages to our communities and positions the municipality as the preferred place to live, learn, work, visit and invest.	Destination Development Plan	
Arts and Culture	Stimulates activity in the municipality through events, festivals, performing arts, public art, visual arts, libraries, library services and lifelong learning initiatives and community development programs. Provides facilities and services for events and functions.	Frankston Arts and Culture Strategic Plan	7,960 <u>(4,155)</u> 3,805
Aquatic Centres	Provision of indoor and outdoor Aquatic Centres to improve health and wellbeing in the community.		13,198 <u>(13,334)</u> (136)
Community Safety	Ensures the safety of the community by managing school crossing supervision, animal registration, parking services, building services, planning enforcement, crime prevention and foreshore patrols. Undertakes local law prosecutions, emergency management and illegal dumping responses.	Community Safety Strategy	7,343 <u>(7,571)</u> (228)
Community Strengthening	Undertakes research and implements policies and programs to enhance community wellbeing, social inclusion, participation, empowerment and resilience. Community planning and engagement of local areas.  Develops and implements the Municipal Health and Wellbeing Plan. Manages grants to support charities and community groups.	Health and Wellbeing Plan  Community Plan  Local Community Plans	5,273 <u>(720)</u> 4,553
Recycling & Waste Collection	Frankston Regional Recycling and Recovery Centre (FRRRC) offers the community a quick, easy, affordable and sustainable way to get rid of waste and recyclables. FRRRC is also home to a Treasure Chest shop. It sells recovered furniture, household goods and bric-a-brac for bargain hunters and anyone who has a good eye for items that can be restored/up-cycled. Also provides strategies	Waste Minimisation Strategy	15,726 <u>(3,536)</u> 12,190



Business area	Description of services provided	Strategy or plan	Expenditure (Revenue) Net Cost \$'000
	for the waste management needs of the municipality.		
Family Health Support	Supports and enhances the health and wellbeing of families, children and young people through maternal and child health and immunisation services, kindergarten infrastructure and central registration scheme for 3 and 4 year old kindergarten, childcare, youth services and advocacy. Supports other local providers of children's, family and youth services.	Municipal Early Years Plan  Strategic framework for young people in Frankston City	14,624 <u>(9,285)</u> 5,339
	Provides home and community based services and support to maintain dignity and independence of older people, people with disability and their carers, including supporting positive ageing, volunteering opportunities, meals on wheels, personal and home care, senior citizens, U3A, respite care and activity groups.		
Facilities	Delivers, maintains and retires facility buildings in Frankston City. Constructs new or develops old building facilities in the municipality to provide, accommodate and/or house a range of community groups. Provides cleaning, security and maintenance to about 300 Frankston City Council buildings including the Civic Centre, Library, Art Centre, public toilets, sporting pavilions, pre-schools and other community buildings.		5,572 <u>(40)</u> 5,532

**Major Initiatives**

**Council Plan Theme 2.1: Employment, education and economy**

- 15) Develop knowledge, creativity and a skills based economy to generate employment opportunities
- 16) Attract industry and employment in the health and education fields



**Council Plan Theme 2.3: Health and well being**

- 17) Facilitate the delivery of a health services hub in the health precinct

**Initiatives**

**Council Plan Theme 2.1: Employment, education and economy**

- 18) Expand and enhance business programs including:
  - Business Investment Program
  - Build Your Business Program
- 19) Facilitate an environment that supports start-up businesses
- 20) Work with educational providers to further develop education courses

**Council Plan Theme 2.2: Vibrant and engaged**

- 21) Deliver the Hatch arts incubator program
- 22) Expand the 2018 Waterfront Festival and promote the Queens Baton Relay
- 23) Work with community to deliver local initiatives in the community plan

**Council Plan Theme 2.3: Health and well being**

- 24) Complete a feasibility study for an education and library hub in Langwarrin
- 25) Improve club governance and upgrade facilities to enhance inclusion and participation
- 26) Adopt the Health and Wellbeing Plan 2017-2021 and implement year one actions

**Service performance outcome indicators**

Service	Indicator	Performance measure	Computation
Maternal and Child Health	Participation	Participation in MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service ] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100



Service	Indicator	Performance measure	Computation
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

**Long term community outcome 3: A well governed city**

To achieve our objective of a well governed city we will have an elected Council that is driven by the privilege of serving its community and providing leadership and visionary thinking to ensure Frankston is recognised as the lifestyle capital of Melbourne.

**Services**

Business area	Description of services provided	Strategy or plan	Expenditure (Revenue) Net Cost \$'000
Administration and Corporate Projects	Provides administrative support in areas of Governance including policies, procedures, elections, Local Laws, statutory processes, compliance, delegations, FOI, Privacy, Records and Cemetery management, in addition to working on a number of key organisation projects.		551 <u>(0)</u> 551
CEO Office	Build a strong flexible and forward thinking organisation that is ideally positioned to respond to current and future community needs. The CEO department is also striving to build cohesive, trusting partnerships between Councillors, the community and Council staff.		2,150 <u>(0)</u> 2,150



**Initiatives**

**Council plan theme 3.1: Accountable governance**

- 27) Implement live streaming of open council meetings and recording of closed council meetings
- 28) Deliver greater transparency through developing and implementing processes and protocols
- 29) Advocate for Frankston City in the lead up to the state and federal government elections
- 30) Develop a Councillor program to expand Councillor skills, knowledge and strategic capabilities

**Service performance outcome indicators**

Service	Indicator	Performance measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interests of the community

**Long term community outcome 4: Well managed city**

To achieve our objective of a well managed city, we will be proudly delivering services to improve our community’s lifestyle. An organisation that is recognised amongst its peers as a leader in the sector, and one that is founded upon its engagement and connection to its community.

**Services**

Business area	Description of services provided	Strategy or plan	Expenditure (Revenue) Net Cost \$'000
Sustainable Assets	Delivers, maintains and manages municipal assets and services for current and future generations, by planning sustainable assets that perform to desired service outcomes, implementing best practice asset management, managing Council’s Capital Works Program, managing Council fleet, supporting the efficient and sustainable use of natural resources and assisting Council and the community to prepare for a changing climate.	Asset Management Strategy  Asset Management Plans  Integrated Water Management Plan	1,975 <u>(0)</u> 1,975



Business area	Description of services provided	Strategy or plan	Expenditure (Revenue) Net Cost \$'000
Financial and Corporate Planning	Ensures organisational sustainability through financial management, accounting services, rates and valuations. Manages corporate planning and performance reporting	Long Term Financial Plan  Rating Strategy  Council Plan	4,168 <u>(828)</u> 3,340
Commercial Services	Manages Council's property portfolio and provides business support and regulatory, contractual and policy compliance monitoring of business-related transactions and risk in all service areas. Ensures the organisation makes informed, transparent, ethical and justified decisions through the procurement of goods and services, Best Value, contract management, risk management, leases and licences, property acquisition and responsible divestment.		1,173 <u>(900)</u> 273
Information Technology Services	Delivers and maintains technology, information systems and management to support Council in delivering services to the community.	Information Technology Strategy	4,314 <u>(0)</u> 4,314
Human Resources	Ensure the organisation has the required leadership, people, skills and capabilities and culture and environment available at the right time, in order to achieve and implement Council's priorities, deliver quality services and facilities to our community and meet all relevant statutory obligations and requirements.		1,747 <u>(0)</u> 1,747
Administration and Corporate Projects	Provides administrative support in areas of Governance including policies, procedures, elections, Local Laws, statutory processes, compliance, delegations, FOI, Privacy, Records and Cemetery management, in addition to working on a number of key organisation projects.		905 <u>(0)</u> 905
Corporate Development Management	Manage the services and activities of the Corporate Division. Provide advice & support to the CEO and Councillors on Governance & Financial matters.		451 <u>(0)</u> 451





Business area	Description of services provided	Strategy or plan	Expenditure (Revenue) Net Cost \$'000
Community Development Management	Community Development Management provides leadership, direction and general management of all departments within the Community Development division as well as community planning and social policy development.		497 <u>(0)</u> 497

**Initiatives**

**Council plan theme 4: Services • Systems • Resources • People**

- 31) Implement the Service Planning Framework
- 32) Conduct service reviews as determined
- 33) Develop the Digital Engagement Strategy and implement year one actions
- 34) Implement the Customer Focused Strategy
- 35) Develop and adopt a four year IT Strategy
- 36) Implement a contract management system
- 37) Complete a business case for the development of improved reporting and data management
- 38) Manage the financial performance of the Frankston Regional Recycling and Recovery Centre (FRRRC)
- 39) Deliver the annual Capital Works Program
- 40) Continue to improve Council’s asset management knowledge and planning
- 41) Determine the future use and management of Belvedere Reserve
- 42) Develop and implement a Workforce Plan
- 43) Develop and implement the Learning and Development Framework
- 44) Conduct an employee engagement survey and implement an action plan

**Service performance outcome indicators**

Service	Indicator	Performance measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

## 2.4 Performance statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2017-2018 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance and sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

## 2.5 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
A planned city	61,415	63,092	1,677
A liveable city	52,815	93,027	40,212
A well governed city	13,362	15,130	1,768
A well managed city	2,521	2,757	236
<b>Total services and initiatives</b>	<b>130,113</b>	<b>174,006</b>	<b>43,893</b>
<b>Non attributable expenditure</b>			
Depreciation	24,702		
Capital works program	(51,925)		
Finance costs	1,870		
Written down value of assets	500		
Other non attributable expenditure *	177		
<b>Deficit before funding sources</b>	<b>105,437</b>		
<b>Funding sources</b>			
Rates and charges		116,823	
Victoria Grants Commission		8,366	
Investment income		1,114	
Proceeds from sale of assets		2,413	
Contributions - non monetary assets		800	
Contributions - monetary		915	
Capital funding		11,535	
<b>Total funding sources</b>		<b>141,966</b>	
<b>Surplus for the year</b>		<b>36,529</b>	

\* Other non attributable includes bad and doubtful debts, bank charges, debt collection, insurance, workcover, grants, annual leave and long service leave provisions.

### 3. Financial statements

#### Budgeted Consolidated Comprehensive Income Statement For the five years ended 30 June 2022

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>						
Rates and charges	112,897	116,823	119,565	122,912	126,361	129,916
Statutory fees and fines	5,709	5,697	5,754	5,812	5,870	5,928
User fees	21,865	25,542	26,742	27,398	28,882	29,492
Grants - operating	18,549	18,289	17,734	17,910	18,090	18,271
Grants - capital	3,526	9,316	202			
Contributions - monetary	1,954	3,634	915	915	915	915
Contributions - non-monetary	800	800	800	800	800	800
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2,085	1,913	1,195	1,302	1,240	1,283
Other income	3,981	3,315	3,373	3,448	3,516	3,587
<b>Total income</b>	<b>171,366</b>	<b>185,329</b>	<b>176,280</b>	<b>180,497</b>	<b>185,674</b>	<b>190,192</b>
<b>Expenses</b>						
Employee costs	66,066	67,915	69,252	70,634	72,045	73,803
Materials and services	46,202	48,617	50,193	51,937	54,118	55,294
Bad and doubtful debts	320	406	1,026	1,066	1,066	1,066
Depreciation and amortisation	27,065	27,119	28,765	30,506	32,279	34,192
Borrowing costs	1,917	1,870	1,584	1,481	1,455	1,431
Other expenses	2,673	2,873	2,952	3,045	3,141	3,240
<b>Total expenses</b>	<b>144,243</b>	<b>148,800</b>	<b>153,772</b>	<b>158,669</b>	<b>164,104</b>	<b>169,026</b>
<b>Surplus/(deficit) for the year</b>	<b>27,123</b>	<b>36,529</b>	<b>22,508</b>	<b>21,828</b>	<b>21,570</b>	<b>21,166</b>
<b>Other comprehensive income</b>						
Net asset revaluation increment /(decrement)						
<b>Total comprehensive result</b>	<b>27,123</b>	<b>36,529</b>	<b>22,508</b>	<b>21,828</b>	<b>21,570</b>	<b>21,166</b>

Note: The amount indicated for rates and charges includes an estimate of income from supplementary rates (i.e. properties newly subdivided or improved upon during the year) and therefore doesn't balance to the amounts indicated in Section 7 and the Declaration of Rates and Charges in Section 15.

## Conversion to cash result

Conversion to cash result	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
<b>Surplus/(deficit) for the year</b>	<b>27,123</b>	<b>36,529</b>	<b>22,508</b>	<b>21,828</b>	<b>21,570</b>	<b>21,166</b>
<b>Add back non-cash items:</b>						
Depreciation and amortisation	27,065	27,119	28,765	30,506	32,279	34,192
Contributions - non-monetary	(800)	(800)	(800)	(800)	(800)	(800)
Write down value of assets disposed	173	500				
	<b>26,438</b>	<b>26,819</b>	<b>27,965</b>	<b>29,706</b>	<b>31,479</b>	<b>33,392</b>
<b>Less non-operating cash items:</b>						
Capital works expenditure	43,424	50,425	38,463	40,599	41,098	41,387
Transfers to/(from) reserves	14,900	12,150	4,987	10,615	11,606	12,801
Repayment of borrowings	1,336	773	7,023	320	345	370
	<b>59,660</b>	<b>63,348</b>	<b>50,473</b>	<b>51,534</b>	<b>53,049</b>	<b>54,558</b>
Cash surplus/(deficit) for the year	(6,099)					
Accumulated cash surplus/(deficit) b/fwd	6,600	500	500	500	500	500
<b>Accumulated cash surplus/(deficit) c/fwd</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

## Budgeted Consolidated Balance Sheet

For the five years ended 30 June 2022

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents	36,243	48,677	53,203	63,220	74,207	86,436
Trade and other receivables	14,681	14,684	15,081	15,549	16,031	16,528
Other financial assets	26,135	26,580	27,298	28,144	29,016	29,915
Inventories	195	207	213	219	226	233
Other assets	1,647	1,034	1,062	1,095	1,129	1,164
<b>Total current assets</b>	<b>78,973</b>	<b>91,254</b>	<b>96,929</b>	<b>108,299</b>	<b>120,681</b>	<b>134,348</b>
<b>Non-current assets</b>						
Trade and other receivables	229	1,249	1,283	1,323	1,364	1,406
Intangible assets	2,719	2,719	2,719	2,719	2,719	2,719
Property, infrastructure, plant and equipment	1,326,360	1,350,100	1,360,598	1,371,491	1,381,110	1,389,105
<b>Total non-current assets</b>	<b>1,329,308</b>	<b>1,354,068</b>	<b>1,364,600</b>	<b>1,375,533</b>	<b>1,385,193</b>	<b>1,393,230</b>
<b>Total assets</b>	<b>1,408,281</b>	<b>1,445,322</b>	<b>1,461,529</b>	<b>1,483,832</b>	<b>1,505,874</b>	<b>1,527,578</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables	13,266	13,693	14,001	14,351	14,710	15,078
Provisions	16,871	17,418	17,794	18,203	18,622	19,114
Interest-bearing loans and borrowings	773	429	320	345	370	392
<b>Total current liabilities</b>	<b>30,910</b>	<b>31,540</b>	<b>32,115</b>	<b>32,899</b>	<b>33,702</b>	<b>34,584</b>
<b>Non-current liabilities</b>						
Provisions	1,764	1,942	1,979	2,016	2,055	2,104
Interest-bearing loans and borrowings	35,091	34,661	27,748	27,403	27,034	26,642
<b>Total non-current liabilities</b>	<b>36,855</b>	<b>36,603</b>	<b>29,727</b>	<b>29,419</b>	<b>29,089</b>	<b>28,746</b>
<b>Total liabilities</b>	<b>67,765</b>	<b>68,143</b>	<b>61,842</b>	<b>62,318</b>	<b>62,791</b>	<b>63,330</b>
<b>Net assets</b>	<b>1,340,515</b>	<b>1,377,178</b>	<b>1,399,687</b>	<b>1,421,514</b>	<b>1,443,084</b>	<b>1,464,249</b>
<b>Equity</b>						
Accumulated surplus	631,461	655,974	673,495	684,708	694,672	703,037
Reserves	709,054	721,204	726,191	736,806	748,412	761,213
<b>Total equity</b>	<b>1,340,515</b>	<b>1,377,178</b>	<b>1,399,686</b>	<b>1,421,514</b>	<b>1,443,084</b>	<b>1,464,250</b>

Budgeted Consolidated Statement of Changes in Equity  
For the five years ended 30 June 2022

	Total	Accumulated	Revaluation	Other
	Surplus	Reserve	Reserves	
	\$'000	\$'000	\$'000	\$'000
<b>2018</b>				
Balance at beginning of the financial year	1,340,515	631,461	662,326	46,728
Comprehensive result	36,529	36,529		
Transfer to reserves		(13,339)		13,339
Transfer from reserves		1,189		(1,189)
<b>Balance at end of the financial year</b>	<b>1,377,044</b>	<b>655,840</b>	<b>662,326</b>	<b>58,878</b>
<b>2019</b>				
Balance at beginning of the financial year	1,377,178	655,974	662,326	58,878
Comprehensive result	22,508	22,508		
Transfer to reserves		(4,999)		4,999
Transfer from reserves		12		(12)
<b>Balance at end of the financial year</b>	<b>1,399,686</b>	<b>673,495</b>	<b>662,326</b>	<b>63,865</b>
<b>2020</b>				
Balance at beginning of the financial year	1,399,686	673,495	662,326	63,865
Comprehensive result	21,828	21,828		
Transfer to reserves		(10,615)		10,615
Transfer from reserves				
<b>Balance at end of the financial year</b>	<b>1,421,514</b>	<b>684,708</b>	<b>662,326</b>	<b>74,480</b>
<b>2021</b>				
Balance at beginning of the financial year	1,421,514	684,708	662,326	74,480
Comprehensive result	21,570	21,570		
Transfer to reserves		(11,606)		11,606
Transfer from reserves				
<b>Balance at end of the financial year</b>	<b>1,443,084</b>	<b>694,672</b>	<b>662,326</b>	<b>86,086</b>
<b>2022</b>				
Balance at beginning of the financial year	1,443,084	694,672	662,326	86,086
Comprehensive result	21,166	21,166		
Transfer to reserves		(12,801)		12,801
Transfer from reserves				
<b>Balance at end of the financial year</b>	<b>1,464,250</b>	<b>703,037</b>	<b>662,326</b>	<b>98,887</b>

Budgeted Consolidated Statement of Cash Flows  
For the five years ended 30 June 2022

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
<b>Cash flows from operating activities</b>						
<i>Receipts</i>						
Rates and charges	112,897	116,823	119,565	122,912	126,361	129,916
Statutory fees and fines	5,709	5,697	5,754	5,812	5,870	5,928
User fees	21,865	25,542	26,742	27,398	28,882	29,492
Grants - operating	18,549	18,289	17,734	17,910	18,090	18,271
Grants - capital	3,526	9,316	202			
Contributions - monetary	1,954	3,634	915	915	915	915
Other receipts	(1,272)	3,599	2,912	2,850	2,897	3,015
<i>Payments</i>						
Employee costs	(66,066)	(67,915)	(69,252)	(70,634)	(72,045)	(73,803)
Materials and services	(46,522)	(49,023)	(51,219)	(53,003)	(55,184)	(56,360)
Other payments	(2,673)	(2,873)	(2,952)	(3,045)	(3,141)	(3,240)
<b>Net cash provided by operating activities</b>	<b>47,967</b>	<b>63,089</b>	<b>50,401</b>	<b>51,115</b>	<b>52,645</b>	<b>54,134</b>
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment	(43,424)	(50,425)	(38,463)	(40,599)	(41,098)	(41,387)
Proceeds from sale of property, infrastructure, plant and equipment	2,258	2,413	1,195	1,302	1,240	1,283
<b>Net cash used in investing activities</b>	<b>(41,166)</b>	<b>(48,012)</b>	<b>(37,268)</b>	<b>(39,297)</b>	<b>(39,858)</b>	<b>(40,104)</b>
<b>Cash flows from financing activities</b>						
Finance costs	(1,917)	(1,870)	(1,584)	(1,481)	(1,455)	(1,431)
Proceeds from borrowings						
Repayment of borrowings	(1,336)	(773)	(7,023)	(320)	(345)	(370)
<b>Net cash used in financing activities</b>	<b>(3,253)</b>	<b>(2,643)</b>	<b>(8,607)</b>	<b>(1,801)</b>	<b>(1,800)</b>	<b>(1,801)</b>
Net increase (decrease) in cash and cash equivalents	3,548	12,434	4,526	10,017	10,987	12,229
Cash and cash equivalents at the beginning of the period	32,695	36,243	48,677	53,203	63,220	74,207
<b>Cash and cash equivalents at end of the year</b>	<b>36,243</b>	<b>48,677</b>	<b>53,203</b>	<b>63,220</b>	<b>74,207</b>	<b>86,436</b>

Budgeted Consolidated Statement of Capital Works  
For the five year ended 30 June 2022

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
<b>Property</b>						
Land	225					
Land improvements						
Buildings	11,701	21,772	5,724	6,961	6,582	5,970
Building improvements	694		1,101	1,129	1,157	1,186
<b>Total property</b>	<b>12,620</b>	<b>21,772</b>	<b>6,825</b>	<b>8,090</b>	<b>7,739</b>	<b>7,156</b>
<b>Plant and equipment</b>						
Plant, machinery and equipment	2,590	2,585	3,003	3,078	3,155	3,234
Fixtures, fittings and furniture	1,391	140	2,571	2,635	2,701	2,769
Computers and telecommunications	2,817	1,901	2,478	2,540	2,603	2,669
Library books	700	700	735	753	772	792
<b>Total plant and equipment</b>	<b>7,498</b>	<b>5,326</b>	<b>8,787</b>	<b>9,007</b>	<b>9,232</b>	<b>9,463</b>
<b>Infrastructure</b>						
Roads	3,383	9,025	3,471	3,558	3,647	3,738
Bridges	1,511	925	951	975	999	1,024
Footpaths and cycleways	3,510	2,267	4,487	4,599	4,714	4,832
Drainage	1,842	866	1,565	1,604	1,644	1,685
Recreational, leisure and community facilities	999	4,520	542	556	569	584
Waste management	130	125	158	162	166	170
Parks, open space and streetscapes	10,893	4,855	10,834	11,148	11,427	11,712
Off street car parks	2,482	1,170	1,655	1,696	1,739	1,782
Other infrastructure	56	1,074	688	705	723	741
<b>Total infrastructure</b>	<b>24,806</b>	<b>24,827</b>	<b>24,351</b>	<b>25,003</b>	<b>25,628</b>	<b>26,269</b>
<b>Total capital works expenditure</b>	<b>44,924</b>	<b>51,925</b>	<b>39,963</b>	<b>42,099</b>	<b>42,598</b>	<b>42,887</b>
<b>Represented by:</b>						
Asset renewal expenditure	24,631	24,301	24,299	25,601	26,063	25,881
New asset expenditure	9,399	7,084	5,967	6,444	6,068	6,011
Asset upgrade expenditure	10,894	12,357	8,200	9,569	10,000	10,450
Asset expansion expenditure		8,183	1,497	485	467	545
<b>Total capital works expenditure</b>	<b>44,924</b>	<b>51,925</b>	<b>39,963</b>	<b>42,099</b>	<b>42,598</b>	<b>42,887</b>



Budgeted Consolidated Statement of Human Resources  
For the five year ended 30 June 2022

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>						
Employee Costs - operating	64,575	66,510	67,310	69,016	70,764	72,285
Employee Costs - capital	1,491	1,405	1,405	1,405	1,405	1,405
<b>Total staff expenditure</b>	<b>66,066</b>	<b>67,915</b>	<b>68,715</b>	<b>70,421</b>	<b>72,169</b>	<b>73,690</b>
	FTE	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>						
Employees	784	788	788	788	788	788
<b>Total staff numbers</b>	<b>784</b>	<b>788</b>	<b>788</b>	<b>788</b>	<b>788</b>	<b>788</b>

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part time \$'000
Chief Executive Officer	801	682	119
Human Resources	1,378	1,269	109
Corporate Management	831	831	-
Information Technology	2,179	1,905	274
Financial and Corporate Planning	2,281	1,920	361
Administration and Corporate Projects	1,134	964	170
Commercial Services	993	993	-
Communities Management	416	416	-
Community Strengthening	3,212	2,120	1,092
Family Health Support Services	12,871	2,734	10,137
Arts and Culture	4,821	2,816	2,005
Community Safety	5,239	3,880	1,359
Community Relations	3,207	1,487	1,720
Operations	11,194	10,933	261
Planning	2,677	2,366	311
Infrastructure	2,126	2,081	45
Facilities	1,279	1,279	-
Public Space and Leisure	1,289	1,008	281
Sustainable Assets	1,917	1,863	54
CAA Development	448	448	-
Peninsula Leisure Pty Ltd	3,190	2,481	709.00
<b>Total permanent staff expenditure</b>	<b>63,483</b>	<b>44,476</b>	<b>19,007</b>
Casual and other expenditure	5,837		
Capitalised labour costs	(1,405)		
<b>Total expenditure</b>	<b>67,915</b>		

Department	Budget 2017/18 FTE	Comprises	
		Permanent Full time FTE	Permanent Part time FTE
Chief Executive Officer	5.48	4.00	1.48
Human Resources	13.10	12.00	1.10
Corporate Management	6.00	6.00	-
Information Technology	20.54	18.00	2.54
Financial and Corporate Planning	22.70	19.00	3.70
Administration and Corporate Projects	12.12	10.00	2.12
Commercial Services	9.00	9.00	-
Communities Management	2.00	2.00	-
Community Strengthening	34.42	22.00	12.42
Family Health Support Services	142.05	29.00	113.05
Arts and Culture	54.48	29.00	25.48
Community Safety	62.41	42.00	20.41
Community Relations	35.00	14.00	21.00
Operations	144.65	141.00	3.65
Planning	26.51	23.00	3.51
Infrastructure	20.60	20.00	0.60
Facilities	11.00	11.00	-
Public Space and Leisure	12.80	10.00	2.80
Sustainable Assets	18.60	18.00	0.60
CAA Development	2.00	2.00	-
Peninsula Leisure Pty Ltd	42.60	32.00	10.60
<b>Total permanent staff</b>	<b>698.06</b>	<b>473.00</b>	<b>225.06</b>
Casual and other	90.20		
<b>Total staff</b>	<b>788.26</b>		



#### 4. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial indicators (KPI's). KPI's provide useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Notes	Indicator	Actual	Forecast	Budget	Strategic Resource Plan Projections				Trend
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	↑→↓
<b>Operating position</b>										
Adjusted underlying result	1	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	8.9%	15.4%	19.3%	12.4%	11.7%	11.2%	10.8%	↓
<b>Liquidity</b>										
Working capital	2	Current assets / current liabilities	223.6%	255.5%	289.3%	301.8%	329.2%	358.1%	388.5%	↑
Unrestricted cash		Unrestricted cash/ current liabilities	45.4%	99.7%	136.0%	147.2%	173.6%	201.5%	231.1%	↑
<b>Obligations</b>										
Loans and borrowings	3	Interest bearing loans and borrowings / rate revenue	34.4%	31.8%	30.0%	23.5%	22.6%	21.7%	20.8%	↓
Loans and borrowings		Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4.5%	2.9%	2.3%	7.2%	1.5%	1.4%	1.4%	↓
Indebtedness		Non-current liabilities / own source revenue	28.3%	21.1%	20.6%	20.5%	20.5%	20.3%	20.3%	→
Asset renewal	4	Asset renewal expenses / depreciation	86.6%	91.0%	89.6%	84.5%	83.9%	80.7%	75.7%	↓
<b>Stability</b>										
Rates concentration	5	Rate revenue / adjusted underlying revenue	71.5%	66.1%	63.1%	68.1%	68.4%	68.3%	68.6%	→
Rates effort		Rate revenue / CIV of rateable properties in the municipality	0.4%	0.5%	0.4%	0.4%	0.4%	0.4%	0.4%	→



Indicator	Notes	Indicator	Actual	Forecast	Budget	Strategic Resource Plan Projections				Trend
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	↑ → ↓
<i>Efficiency</i>										
Expenditure level		Total expenses / no. of property assessments	\$2,256	\$2,362	\$2,409	\$2,457	\$2,503	\$2,556	\$2,599	↓
Revenue level		Residential rate revenue / No. of residential property assessments	\$1,168	\$1,169	\$1,214	\$1,223	\$1,234	\$1,249	\$1,264	↑
Workforce turnover		No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	14.81%	15.00%	15.00%	14.00%	14.00%	14.00%	14.00%	→

**Notes to indicators**

- Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.
- Working capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2017-2018 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.
- Debt compared to rates** – Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.
- Asset renewal** – This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.
- Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

## 5. Other budget information (required by Regulations)

### 5.1 Grants - operating (\$0.26 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Included in this amount is grants received from the Victorian Grants Commission. This is a general purpose grant that is not tied to specific programs, and includes a component for roads maintenance. The adopted 2017-2018 Budget amount is based on the grant funding advised by the Grants Commission. Operating grants included in the 2017-2018 Annual Budget are projected to decrease marginally compared to 2016-2017 forecast.

A summary of the operational grants to be received by Frankston City Council is provided below.

	Forecast 2016-2017 \$'000	Budget 2017-2018 \$'000	Variance \$'000
<b>Recurrent - Commonwealth Government</b>			
Victoria grants commission	8,285	8,367	82
Family health support	5,096	5,244	148
<b>Recurrent - State Government</b>			
Family health support	2,987	2,591	(396)
Arts and culture	866	843	(23)
Community strengthening	540	340	(200)
Community safety	295	290	(5)
CAA development	-	314	314
Operations	44	50	6
<b>Total recurrent grants</b>	<b>18,113</b>	<b>18,039</b>	<b>(74)</b>
<b>Non-recurrent - Commonwealth Government</b>			
Family health support	41	40	(1)
Operations	5	-	(5)
<b>Non-recurrent - State Government</b>			
Family health support	38	-	(38)
Community strengthening	135	81	(54)
Arts and culture	6	40	34
Operations	67	40	(27)
Public space and leisure	-	-	
Infrastructure	2	-	(2)
Other grants	142	49	(93)
<b>Total non-recurrent grants</b>	<b>436</b>	<b>250</b>	<b>(186)</b>
<b>Total operating grants</b>	<b>18,549</b>	<b>18,289</b>	<b>(260)</b>



### 5.2 Grants - capital (\$6.13 million increase)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has increased significantly compared to 2016-2017 due to the major Kananook Reserve (basketball stadium) project. Section 6 “Analysis of Capital Budget” includes a more detailed analysis of the grants expected to be received during the 2017-2018 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

	Forecast 2016-2017 \$'000	Budget 2017-2018 \$'000	Variance \$'000
<b>Recurrent - Commonwealth Government</b>			
Roads to Recovery	1,150	1,030	(120)
<b>Total recurrent grants</b>	<b>1,150</b>	<b>1,030</b>	<b>(120)</b>
<b>Non-recurrent - Commonwealth Government</b>			
Buildings	1,010	50	(960)
Recreational, leisure and community facilities	118	3,631	3,513
Computer and telecommunications	-	175	175
Fixtures, fittings and furniture	-	900	900
Parks, open space and streetscapes	-	850	850
<b>Non-recurrent - State Government</b>			
Buildings	424	-	(424)
Recreational, leisure and community facilities	413	1,400	987
Fixtures, fittings and furniture	-	100	100
Parks, open space and streetscapes	-	480	480
Roads	66	700	634
<b>Total non-recurrent grants</b>	<b>2,031</b>	<b>8,286</b>	<b>6,255</b>
<b>Total capital grants</b>	<b>3,181</b>	<b>9,316</b>	<b>6,135</b>

### 5.3 Statement of borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
<b>New borrowings</b>						
Principal paid	1,336	773	7,023	320	345	370
Interest paid	1,917	1,870	1,584	1,481	1,455	1,431
Balance 30 June	35,864	35,089	28,067	27,747	27,403	27,033



## 6. Detailed list of capital works

### Capital works program

For the year ending 30 June 2018

#### 6.1 New works

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrow's \$'000
<b>PROPERTY</b>									
<b>Buildings</b>									
Kananook Reserve basketball stadium	8,133	-	-	-	8,133	4,231	365	3,537	-
Public toilet action plan	600	600	-	-	-	-	-	600	-
Pavilions	6,479	3,185	1,030	2,264	-	950	328	5,201	-
Structured recreation	1,050	279	351	420	-	-	-	1,050	-
Community facilities	3,385	490	2,745	100	50	-	35	3,350	-
Civic facilities	1,070	-	1,070	-	-	-	-	1,070	-
Arts and library facilities	1,055	35	720	300	-	-	-	1,055	-
<b>Total Buildings</b>	<b>21,772</b>	<b>4,589</b>	<b>5,916</b>	<b>3,084</b>	<b>8,183</b>	<b>5,181</b>	<b>728</b>	<b>15,863</b>	<b>-</b>
<b>TOTAL PROPERTY</b>	<b>21,772</b>	<b>4,589</b>	<b>5,916</b>	<b>3,084</b>	<b>8,183</b>	<b>5,181</b>	<b>728</b>	<b>15,863</b>	<b>-</b>



**Capital works program**

For the year ending 30 June 2018

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrow's \$'000
<b>PLANT AND EQUIPMENT</b>									
<b>Plant, machinery and equipment</b>									
Motor vehicles and plant	2,585	8	2,547	30	-	-	-	2,585	-
<b>Total plant, machinery and equipment</b>	<b>2,585</b>	<b>8</b>	<b>2,547</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,585</b>	<b>-</b>
<b>Fixtures, fittings and furniture</b>	<b>140</b>	<b>40</b>	<b>80</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>140</b>	<b>-</b>
<b>Computers and telecommunications</b>									
Contract management system	200	200	-	-	-	-	-	200	-
Installation of CCTV cameras	175	175	-	-	-	175	-	-	-
Information technology: PCs and servers	532	13	487	32	-	-	-	532	-
Software upgrade and renewal	995	55	872	68	-	-	-	995	-
<b>Total computers and telecommunications</b>	<b>1,902</b>	<b>443</b>	<b>1,359</b>	<b>100</b>	<b>-</b>	<b>175</b>	<b>-</b>	<b>1,727</b>	<b>-</b>
<b>Library books</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>-</b>
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>5,327</b>	<b>491</b>	<b>4,686</b>	<b>150</b>	<b>-</b>	<b>175</b>	<b>-</b>	<b>5,152</b>	<b>-</b>





**Capital works program**

For the year ending 30 June 2018

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrow's \$'000
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
Warrandyte Road widening and reconstruction	1,640	-	1,640	-	-	1,030	-	610	-
Hastings Road service lane	50	-	50	-	-	-	-	50	-
Hall Road reconstruction (Dandenong Road to Lyrebird Drive)	400	-	400	-	-	-	-	400	-
Hall Road overlay (Lyrebird Road to McCormicks Road)	200	-	200	-	-	-	-	200	-
Skye Road rehabilitation	50	-	50	-	-	-	-	50	-
Special charge scheme - Cranhaven Road, Langwarrin (Warrandyte Road to Lapwing Crt)	352	-	-	352	-	-	228	124	-
Special charge scheme - Newton Avenue and Weeroona Road, Langwarrin South	2,188	-	-	2,188	-	-	1,657	531	-
Road reconstruction Taylors Road - Ballarto Road to Hall Road	20	-	-	20	-	-	-	20	-
Valley Road	710	-	-	710	-	-	-	710	-
Kerb renewal	415	-	415	-	-	-	-	415	-
Road renewal	3,000	-	3,000	-	-	-	-	3,000	-
<b>Total roads</b>	<b>9,025</b>	-	5,755	3,270	-	1,030	1,885	6,110	-



**Capital works program**

For the year ending 30 June 2018

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrow's \$'000
<b>Footpaths and cycleways</b>									
Frankston-Dandenong Road	50	50	-	-	-	-	-	50	-
Frankston-Flinders Road	20	20	-	-	-	-	-	20	-
Ballarto Road	50	50	-	-	-	-	-	50	-
Frankston South Community and Recreation Centre	20	20	-	-	-	-	-	20	-
Centre Road	20	20	-	-	-	-	-	20	-
Ballarto Road (south side)	22	22	-	-	-	-	-	22	-
Robinsons Road	66	66	-	-	-	-	-	66	-
Nepean Highway (east side)	45	45	-	-	-	-	-	45	-
Ballarto Road (south side)	15	15	-	-	-	-	-	15	-
McCormicks Road	20	20	-	-	-	-	-	20	-
Ballarto Road	30	30	-	-	-	-	-	30	-
Seaview Road	220	220	-	-	-	-	-	220	-
Golf Links Road	10	10	-	-	-	-	-	10	-
City wide pathway and Cycle way plan development - McClelland Drive shared path	50	50	-	-	-	-	-	50	-
Footpath renewal program	1,200	-	1,200	-	-	-	-	1,200	-
Shared path renewals	100	-	100	-	-	-	-	100	-
Bicycle path safety ppgrades	40	-	40	-	-	-	-	40	-
Pathway renewal - Council reserves	100	-	100	-	-	-	-	100	-
CAA Streetscape - Footpath / Pedestrian renewal works	100	-	100	-	-	-	-	100	-
Bicycle chicane upgrades	30	-	30	-	-	-	-	30	-
Crossings program	60	-	60	-	-	-	-	60	-
<b>Total footpaths and cycleways</b>	<b>2,268</b>	638	1,630	-	-	-	-	2,268	-



**Capital works program**

For the year ending 30 June 2018

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrow's \$'000
<b>Recreational, leisure and community facilities</b>									
Lloyd Park	200	200	-	-	-	-	100	100	-
Overport Park	400	400	-	-	-	400	-	-	-
Carrum Downs Recreation Reserve	100	100	-	-	-	-	-	100	-
Playground strategy Implementation - renewal of playgrounds in local and regional areas	1,010	-	1,010	-	-	-	-	1,010	-
Sporting grounds - playing surface renewal program	775	-	775	-	-	-	-	775	-
Sports lighting renewal program	750	-	750	-	-	100	-	650	-
Renewal of irrigation and drainage systems at council reserves	200	-	200	-	-	-	-	200	-
Cricket net replacement program	450	-	450	-	-	100	-	350	-
Sporting ground - goal post replacement program	30	-	30	-	-	-	-	30	-
Sporting ground - pitch cover renewal	15	-	15	-	-	-	-	15	-
Playground under surfacing renewal program	40	-	40	-	-	-	-	40	-
Centenary Park Golf Course - masterplan implementation	150	-	-	150	-	-	-	150	-
RF Miles - change rooms	350	-	-	350	-	300	-	50	-
Install recommendations from the Frankston City reserves irrigation study	50	-	-	50	-	-	-	50	-
<b>Total recreational, leisure and community facilities</b>	<b>4,520</b>	<b>700</b>	<b>3,270</b>	<b>550</b>	<b>-</b>	<b>900</b>	<b>100</b>	<b>3,520</b>	<b>-</b>



**Capital works program**

For the year ending 30 June 2018

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrow's \$'000
<b>Bridges</b>									
Bridges and culverts	925	-	925	-	-	-	-	925	-
<b>Total bridges</b>	<b>925</b>	-	925	-	-	-	-	925	-
<b>Drainage</b>									
Drainage renewal	866	-	550	316	-	-	-	866	-
<b>Total drainage</b>	<b>866</b>	-	550	316	-	-	-	866	-
<b>Waste management</b>									
Waste management	125	-	125	-	-	-	-	125	-
<b>Waste management</b>	<b>125</b>	-	125	-	-	-	-	125	-
<b>Parks, open space and streetscapes</b>									
Playgrounds	80	30	50	-	-	-	-	80	-
Parks and open space	2,128	593	1,085	450	-	850	-	1,278	-
Public artwork	162	-	25	137	-	-	-	162	-
Streetscapes	2,285	-	60	2,225	-	1,180	-	1,105	-
Trees	200	-	-	200	-	-	-	200	-
<b>Total parks, open space and streetscapes</b>	<b>4,855</b>	623	1,220	3,012	-	2,030	-	2,825	-



**Capital works program**

For the year ending 30 June 2018

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrow's \$'000
<b>Off Street Car Parks</b>									
McClelland Reserve - construction of car park	950	-	-	950	-	-	-	950	-
Lawtons Reserve carpark	20	-	-	20	-	-	-	20	-
Carpark renewal	200	-	200	-	-	-	-	200	-
<b>Total Off Street Car Parks</b>	<b>1,170</b>	-	200	970	-	-	-	1,170	-
<b>Other Infrastructure</b>									
Road related infrastructure	1,074	44	25	1,005	-	-	-	1,074	-
<b>Total Other Infrastructure</b>	<b>1,074</b>	44	25	1,005	-	-	-	1,074	-
<b>TOTAL INFRASTRUCTURE</b>	<b>24,828</b>	<b>2,005</b>	<b>13,700</b>	<b>9,123</b>	-	<b>3,960</b>	<b>1,985</b>	<b>18,883</b>	-
<b>TOTAL NEW CAPITAL WORKS 2017-2018</b>	<b>51,927</b>	<b>7,084</b>	<b>24,301</b>	<b>12,357</b>	<b>8,183</b>	<b>9,316</b>	<b>2,713</b>	<b>39,898</b>	-
<b>2. Summary</b>									
PROPERTY	21,772	4,589	5,916	3,084	8,183	5,181	728	15,863	-
PLANT AND EQUIPMENT	5,326	491	4,686	150	-	175	-	5,152	-
INFRASTRUCTURE	24,828	2,005	13,700	9,123	-	3,960	1,985	18,883	-
<b>TOTAL CAPITAL WORKS</b>	<b>51,925</b>	<b>7,084</b>	<b>24,301</b>	<b>12,357</b>	<b>8,183</b>	<b>9,316</b>	<b>2,712</b>	<b>39,897</b>	-



**Capital works program**

For the year ending 30 June 2018

**6.2. Works carried forward from the 2016-2017 year**

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrow's \$'000
<b>PROPERTY</b>									
<b>Buildings</b>									
Kananook Reserve basketball stadium	312	-	-	-	312	-	-	312	-
Public toilet action plan	374	374	-	-	-	-	-	374	-
Pavilions	915	576	-	339	-	-	-	915	-
Civic Centre buildings	50	-	-	50	-	-	-	50	-
Community facilities	104	80	-	24	-	-	-	104	-
Arts and library facilities	150	50	100	-	-	-	-	150	-
<b>Total Buildings</b>	<b>1,905</b>	<b>1,080</b>	<b>100</b>	<b>413</b>	<b>312</b>	<b>-</b>	<b>-</b>	<b>1,905</b>	<b>-</b>
<b>TOTAL PROPERTY</b>	<b>1,905</b>	<b>1,080</b>	<b>100</b>	<b>413</b>	<b>312</b>	<b>-</b>	<b>-</b>	<b>1,905</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>									
<b>Computers and telecommunications</b>									
Software upgrade and renewal	221	-	-	221	-	-	-	221	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>221</b>	<b>-</b>	<b>-</b>	<b>221</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>221</b>	<b>-</b>
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
Cranhaven Road, Langwarrin (Warrandyte Road to Lapwing Court)	27	-	-	27	-	-	-	27	-
Newton Avenue and Weeroona Road, Langwarrin South - design	236	-	-	236	-	-	-	236	-
Stotts Lane, Frankston South	55	-	-	55	-	-	-	55	-
<b>Total roads</b>	<b>318</b>	<b>-</b>	<b>-</b>	<b>318</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>318</b>	<b>-</b>



**Capital works program**

For the year ending 30 June 2018

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrow's \$'000
<b>Bridges</b>									
Bridges and culverts	400	-	400	-	-	-	-	400	-
<b>Total bridges</b>	<b>400</b>	-	400	-	-	-	-	400	-
<b>Recreational, leisure and community facilities</b>									
Tennis facility	86	-	-	86	-	-	-	86	-
Baxter Park pavillion	16	-	-	16	-	-	-	16	-
<b>Total recreational, leisure and community facilities</b>	<b>102</b>	-	-	102	-	-	-	102	-
<b>Parks, open space and streetscapes</b>									
Streetscapes	1,257	81	1,024	152	-	328	110	819	-
<b>Total parks, open space and streetscapes</b>	<b>1,257</b>	81	1,024	152	-	328	110	819	-
<b>TOTAL INFRASTRUCTURE</b>	<b>2,077</b>	<b>81</b>	<b>1,424</b>	<b>572</b>	<b>-</b>	<b>328</b>	<b>110</b>	<b>1,639</b>	<b>-</b>
<b>TOTAL CARRIED FORWARD CAPITAL WORKS 2017-2018</b>	<b>4,203</b>	<b>1,161</b>	<b>1,524</b>	<b>1,206</b>	<b>312</b>	<b>328</b>	<b>110</b>	<b>3,765</b>	<b>-</b>
<b>2. Summary</b>									
PROPERTY	1,905	1,080	100	413	312	-	-	1,905	-
PLANT AND EQUIPMENT	221	-	-	221	-	-	-	221	-
INFRASTRUCTURE	2,077	81	1,424	572	-	328	110	1,639	-
<b>TOTAL CAPITAL WORKS</b>	<b>4,203</b>	<b>1,161</b>	<b>1,524</b>	<b>1,206</b>	<b>312</b>	<b>328</b>	<b>110</b>	<b>3,765</b>	<b>-</b>

## 7. Rates and charges

In developing the Strategic Resource Plan (referred to in Section 4.), rates and charges were identified as an important source of revenue, accounting for 63 per cent of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2017-2018 the FGRS cap has been set at 2.0 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Frankston community.

It is predicted that the 2017-2018 operating position will be significantly impacted by wages growth and reductions in government funding. The average general rate and the municipal charge will increase by 2.0 per cent in line with the rate cap, the green waste charge by 2.0 per cent and the general waste charge by 2.0 per cent. This will raise total rates and charges for 2017-2018 of \$116.82 million, including \$0.70 million generated from supplementary rates. Council's general waste charges have increased due to the increased services provided to the community by way of providing residents with an 'all year round' facility for the disposal of hard and other waste.

7.1 The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year.

Type or class of land	2016-2017 cents/\$CIV	2017-2018 cents/\$CIV	Change
Ordinary Rate	0.2873	<b>0.2930</b>	<b>2.0%</b>
Rate for Retirement Villages	0.2156	<b>0.2199</b>	<b>2.0%</b>
Rate for Commercial Land	0.3592	<b>0.3664</b>	<b>2.0%</b>
Rate for Industrial Land	0.3592	<b>0.3664</b>	<b>2.0%</b>
Rate for Vacant Residential Land	0.3592	<b>0.3664</b>	<b>2.0%</b>
Rate for Acacia Heath	0.3052	<b>0.3113</b>	<b>2.0%</b>
Rate for Farm Land	0.2299	<b>0.2345</b>	<b>2.0%</b>
Rate for Derelict Land	0.8620	<b>0.8792</b>	<b>2.0%</b>
Rate concession for rateable recreational properties	various	<b>various</b>	-
Rate by agreement (including Baxter Village)	various	<b>various</b>	-





7.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

Type or class of land	Budget 2016-2017 \$	Annualised rates levied 2016-2017 \$	Budget 2017-2018 \$	Change
Ordinary Rate	66,542,839	67,362,362	<b>68,698,824</b>	<b>2.0%</b>
Retirement Villages	261,604	261,604	<b>266,821</b>	<b>2.0%</b>
Commercial Land	7,611,667	7,815,585	<b>7,972,245</b>	<b>2.0%</b>
Industrial Land	4,812,211	4,983,298	<b>5,083,186</b>	<b>2.0%</b>
Vacant Residential Land	898,620	910,330	<b>928,577</b>	<b>2.0%</b>
Acacia Heath	436,955	442,235	<b>451,074</b>	<b>2.0%</b>
Farm Land	98,627	38,393	<b>39,162</b>	<b>2.0%</b>
Derelict Land	54,435	10,689	<b>10,902</b>	<b>2.0%</b>
Rateable recreational properties	213,026	213,026	<b>217,259</b>	<b>2.0%</b>
Rate by agreement (including Baxter Village)	132,550	134,693	<b>137,379</b>	<b>2.0%</b>
<b>Total amount to be raised by general rates</b>	<b>81,062,534</b>	<b>82,172,215</b>	<b>83,805,428</b>	<b>2.0%</b>

7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared to the previous financial year.

Type or class of land	2016-2017 Number	2017-2018 Number	Change
Ordinary Rate	54,359	<b>54,882</b>	<b>1.0%</b>
Retirement Villages	574	<b>574</b>	-
Commercial Land	2,289	<b>2,316</b>	<b>1.2%</b>
Industrial Land	2,461	<b>2,586</b>	<b>5.1%</b>
Vacant Residential Land	604	<b>632</b>	<b>4.6%</b>
Acacia Heath	240	<b>240</b>	-
Farm Land	13	<b>5</b>	-
Derelict Land	8	<b>3</b>	<b>-62.5%</b>
Rateable recreational properties	5	<b>5</b>	-
Rate by agreement (including Baxter)	527	<b>527</b>	-
<b>Total number of assessments</b>	<b>61,080</b>	<b>61,770</b>	<b>1.13%</b>

7.4 The basis of valuation to be used is the Capital Improved Value (CIV)



7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

Type or class of land	2016-2017 \$	2017-2018 \$	Change
Ordinary Rate	23,161,447,500	<b>23,446,697,500</b>	<b>1.2%</b>
Retirement Villages	121,337,500	<b>121,337,500</b>	-
Commercial Land	2,119,061,000	<b>2,175,831,000</b>	<b>2.7%</b>
Industrial Land	1,339,702,500	<b>1,387,332,500</b>	<b>3.6%</b>
Vacant Residential Land	250,172,500	<b>253,432,500</b>	<b>1.3%</b>
Acacia Heath	143,170,000	<b>144,900,000</b>	<b>1.2%</b>
Farm Land	42,900,000	<b>16,700,000</b>	<b>-61.1%</b>
Derelict Land	6,315,000	<b>1,240,000</b>	<b>-80.4%</b>
Rateable recreational properties	108,395,000	<b>108,395,000</b>	-
Rate by agreement (including Baxter)	88,760,000	<b>90,180,000</b>	<b>1.6%</b>
<b>Total value of land</b>	<b>27,381,261,000</b>	<b>27,746,046,000</b>	<b>1.3%</b>

7.6 The municipal charge under section 159 of the Act compared with the previous financial year.

Type of Charge	Per Rateable Property 2016-2017 \$	Per Rateable Property 2017-2018 \$	Change
Municipal	152.55	<b>155.60</b>	<b>2.0%</b>

7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year.

Type of Charge	2016-2017 \$	Annualised 2016-2017 \$	2017-2018 \$	Change
Municipal	9,317,830	9,423,014	<b>9,611,474</b>	<b>2.0%</b>

7.8 The unit amount to be levied for each type of service rate or charge under section 162 of the Act compared with the previous financial year.

Type of Charge	Per Rateable Property	Per Rateable Property	Change
	2016-2017	2017-2018	
	\$	\$	
Residential Bin 240L	474.40	<b>483.90</b>	<b>2.0%</b>
Residential Bin 120L	315.20	<b>321.50</b>	<b>2.0%</b>
Residential Bin 80L	251.00	<b>256.00</b>	<b>2.0%</b>
Residential Bin 120L (Fortnightly Pickup)	295.20	<b>301.10</b>	<b>2.0%</b>
Residential Bin 80L (Fortnightly Pickup)	231.00	<b>235.60</b>	<b>2.0%</b>
Green Waste Bin (incl tenants)	132.80	<b>135.50</b>	<b>2.0%</b>
Commercial Bin 120L (incl GST)	346.77	<b>353.71</b>	<b>2.0%</b>
Commercial Bin 80L (incl GST)	276.08	<b>281.62</b>	<b>2.0%</b>
Commercial Recycling Bin (incl GST)	185.23	<b>188.95</b>	<b>2.0%</b>
Additional Recycling Bin	50.00	<b>50.00</b>	-

7.9 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.

Type of Charge	2016-2017	Annualised		Change
		2016-2017	2017-2018	
	\$	\$	\$	
Residential Bin 240L	7,116	<b>7,116</b>	<b>7,259</b>	<b>2.0%</b>
Residential Bin 120L	11,981,123	<b>12,162,921</b>	<b>12,403,342</b>	<b>2.0%</b>
Residential Bin 80L	4,300,383	<b>4,362,882</b>	<b>4,449,792</b>	<b>2.0%</b>
Residential Bin 120L (Fortnightly Pickup)	114,538	<b>105,682</b>	<b>107,794</b>	<b>2.0%</b>
Residential Bin 80L (Fortnightly Pickup)	81,081	<b>76,230</b>	<b>77,748</b>	<b>2.0%</b>
Green Waste Bin (incl tenants)	4,886,462	<b>5,154,011</b>	<b>5,256,849</b>	<b>2.0%</b>
Commercial Bin 120L (incl GST)	286,832	<b>293,451</b>	<b>299,317</b>	<b>2.0%</b>
Commercial Bin 80L (incl GST)	52,459	<b>55,471</b>	<b>56,576</b>	<b>2.0%</b>
Commercial Recycling Bin (incl GST)	13,135	<b>13,304</b>	<b>13,572</b>	<b>2.0%</b>
Additional Recycling Bin	30,567	<b>33,922</b>	<b>34,194</b>	<b>0.8%</b>
<b>Total</b>	<b>21,753,696</b>	<b>22,264,990</b>	<b>22,706,441</b>	<b>2.0%</b>

7.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year.

Type of Charge	2016-2017	Annualised		Change
		2016-2017	2017-2018	
	\$	\$	\$	
Rates and charges	112,134,060	113,860,218	<b>116,123,343</b>	<b>2.0%</b>

7.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges.



There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2017-2018: estimated \$700,000, 2016-2017: \$700,000)
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

## Differential rates

### Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.2930% for all rateable Other Land;
- A general rate of 0.2199% for all rateable Retirement Village Land; and
- A general rate of 0.3664% for all rateable Commercial Land; and
- A general rate of 0.3664% for all rateable Industrial Land; and
- A general rate of 0.3664% for all rateable Vacant Residential Land; and
- A general rate of 0.3113% for all rateable Acacia Heath Properties; and
- A general rate of 0.2345% for all rateable Farm Land; and
- A general rate of 0.8792% for all rateable Derelict Land.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate are set out below.

### 1. Other Land

#### Definitions/Characteristics:

Any land that is developed or vacant which is not Retirement Village Land, Industrial Land, Vacant Residential, Acacia Estate Properties, Derelict Land, Farm Land or Commercial Land.

#### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services.
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

#### Types and Classes:

Rateable land having the relevant characteristics described in the definition / characteristics.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Wherever located within the municipal district.



**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-2018 Financial Year.

## **2. Retirement Village Land**

**Definitions/Characteristics:**

Any land which is used primarily for the purposes of a retirement village.

**Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Recognition of expenditures made by Council on behalf of the retirement village sector.

**Types and Classes:**

Rateable land having the relevant characteristics described in the definition/ characteristics.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-2018 Financial Year.

### 3. Commercial Land

#### Definitions/Characteristics:

Any land which is used primarily for the purposes of a commercial land including developed and vacant land.

#### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
5. Encouragement of employment opportunities; and
6. Promotion of economic development; and
7. Requirement to ensure that streetscaping and promotional activity is complementary to the achievement of industrial and commercial objectives.

#### Types and Classes:

Rateable land having the relevant characteristics described in the definition/ characteristics.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-2018 Financial Year.

## 4. Industrial Land

### Definitions/Characteristics:

Any land which is used primarily for the purposes of an industrial land including developed and vacant land.

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
5. Encouragement of employment opportunities; and
6. Promotion of economic development; and
7. Requirement to ensure that streetscaping and promotional activity is complementary to the achievement of industrial and commercial objectives.

### Types and Classes:

Rateable land having the relevant characteristics described in the definition/ characteristics.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-2018 Financial Year.



## 5. Vacant Residential Land

### Definitions/Characteristics:

Any land which is zoned residential under the relevant Planning Scheme and on which there is no building that is occupied or adapted for occupation.

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Encouragement of development on land; and
2. Construction and maintenance of public infrastructure; and
3. Development and provision of health & community services; and
4. Provision of general support services; and
5. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

### Types and Classes:

Rateable land having the relevant characteristics described in the definition/ characteristics.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

## 6. Acacia Heath Land

### Definitions/Characteristics:

Any land in the Acacia Heath precinct (as defined in plans of subdivision 446669/70, 448786/7/8, 512750, 531862/63, 537447 and 546857/58).

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the Recommendation and which otherwise would not be classed as derelict land.

**Use and Level of Differential Rate:**

The differential rate will be used to offset the costs of works associated each year with the protection and management of public open space and expanded road reserves in the subdivision, approved under Planning Permit No. 01020.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-2018 Financial Year.

## 7. Farm Land

**Definitions/Characteristics:**

Farm Land is any land which does not have the characteristics of general land or vacant sub-standard land or commercial land or industrial land; which is:

- "farm land" within the meaning of Section 2(1) of the *Valuation of Land Act 1960*

**Objective:**

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

1. Construction and maintenance of infrastructure assets
2. Development and provision of health and community services
3. Provision of general support services.

**Types and Classes:**

The types and classes of rateable land within this category are those having the relevant characteristics described above.

**Use and Level of Differential Rate:**

The money raised by the differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

**Geographic Location:**

The geographic location of the land within this category is wherever it is located within the municipal district, without reference to ward boundaries.

**Use of Land:**

The use of the land within this category is any use of land permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

The types of buildings on the land within this category are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2017-2018 financial year.

## 8. Derelict Land

**Definitions/Characteristics:**

Derelict Land is any land that meets one or more of the following criteria:

- The building or land is destroyed, decayed, deteriorated, or fallen into partial ruin especially through neglect or misuse. This may include but not be limited to excessive dirt; peeling paint; broken windows, elements of the facade or advertising signs; loose or broken fittings, fixtures; or faulty lighting.
- The building or land constitutes a danger to health or property. This may include but not limited to:
  - The existence on the property of vermin, litter, fire or other environmental hazards
  - A partially built structure where there is no reasonable progress of the building permit
- Provides an opportunity to be used in a manner that may cause a nuisance or become detrimental to the amenity of the immediate area.
- Is in such a state of repair that would prohibit its occupation.
- The condition of the property or land has a potential to affect the value of other land or property in the vicinity.
- There is excessive growth of grass and or noxious weeds or undergrowth.
- Affects the general amenity of adjoining land or neighbourhood by the appearance of graffiti, any stored unregistered motor vehicles, machinery (or parts thereof), scrap metal, second hand timber and or building materials, waste paper, rags, bottles, soil or similar materials.

**Objective:**

To ensure that the incidence of dilapidated properties reduce in the municipality and all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the Recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017-2018 Financial Year.

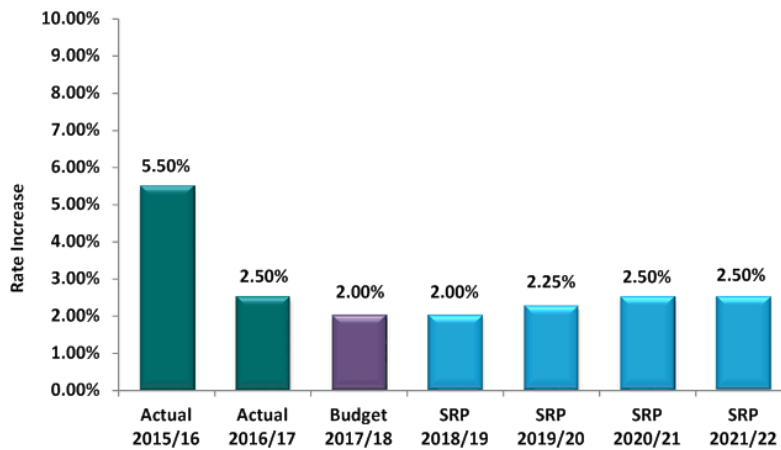


## Budget Analysis

### 8. Summary of financial position

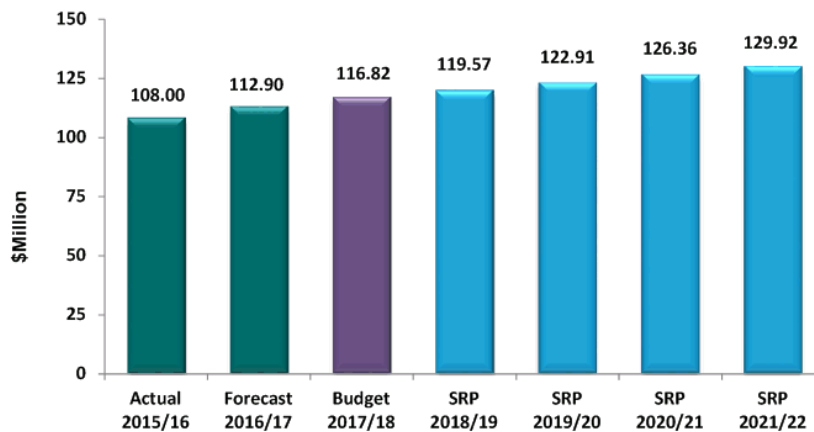
Council has prepared an Annual Budget for the 2017-2018 financial year which seeks to balance the demand for services and infrastructure with the community’s capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

#### 8.1 Rate percentage increase



SRP - Strategic Resource Plan estimates

#### Total rates and charges



SRP - Strategic Resource Plan estimates

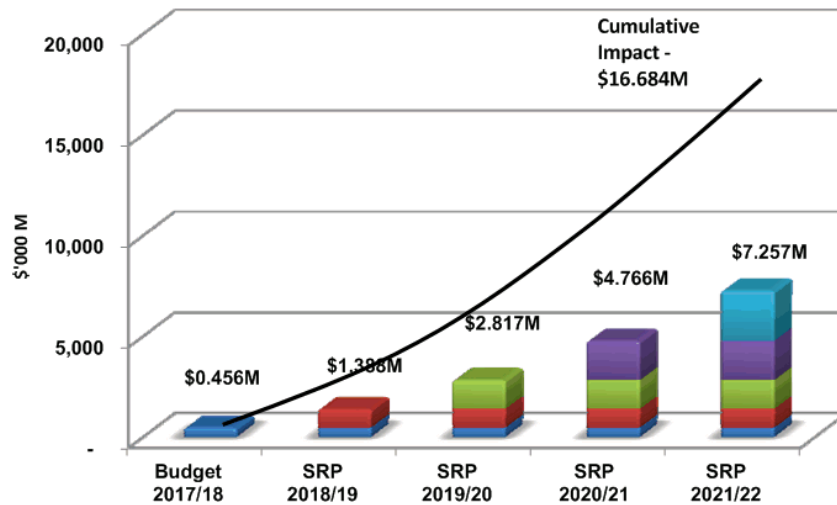


In 2017-2018 rates will increase by 2.0 per cent raising total rates and charges of \$116.82 million, including \$0.70 million generated from supplementary rates on new and redeveloped properties. The State Government passed legislation to implement rate capping that restricts Council from increasing rate income by more than the average cap set by the Minister for Local Government.

The Minister for Local Government announced on 19 December 2016 that the rate cap for the 2017-2018 financial year will be 2.0 per cent. That is, the CPI as published by the Victorian Department of Treasury and Finance, which is 2.0 per cent for the 2017-2018 year.

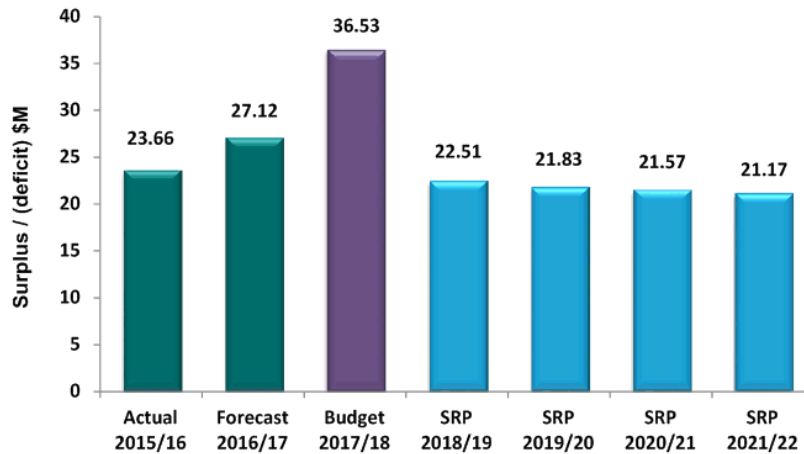
Where the level of income raised under the rate cap is insufficient to meet specific needs, councils can apply to the Essential Services Commission for a higher cap. Frankston City Council has not elected to apply for variation to the rate cap in the 2017-2018 year. This cap has a significant effect on Council's current Long Term Financial Planning, with rate revenue being \$9 million less than anticipated over the first four years, growing to \$17 million over five years. This reduction will have a severe impact on Council's financial capacity to maintain service levels and deliver key capital projects.

**Cumulative impact of Rate Income  
(excludes waste charges)  
LTFP 2.5% vs Rate Increase 2.0%**





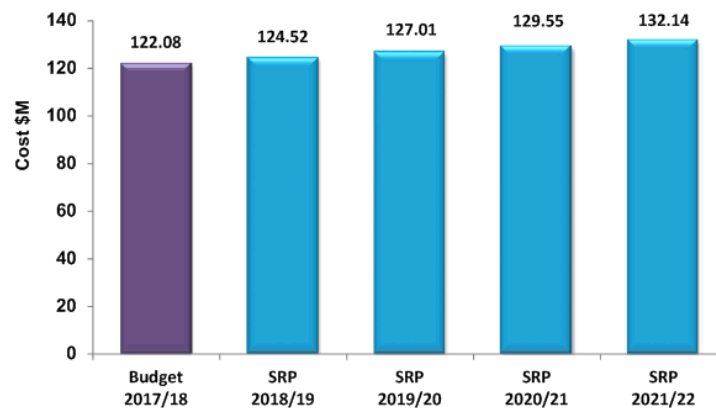
## 8.2 Operating Result



SRP - Strategic Resource Plan estimates

The expected operating result for the 2017-2018 year is a surplus of \$36.53 million, which is an increase of \$9.41 million over 2016-2017. The improved operating result is due mainly to the committed State and Federal capital grant funding for projects, notably the Frankston Basketball Stadium. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$22.78 million, which is an increase of \$1.94 million over 2016-2017 – refer to Section 7 of this summary for further information. (The forecast operating result for the 2016-2017 year is a surplus of \$27.12 million).

## 8.3 Services



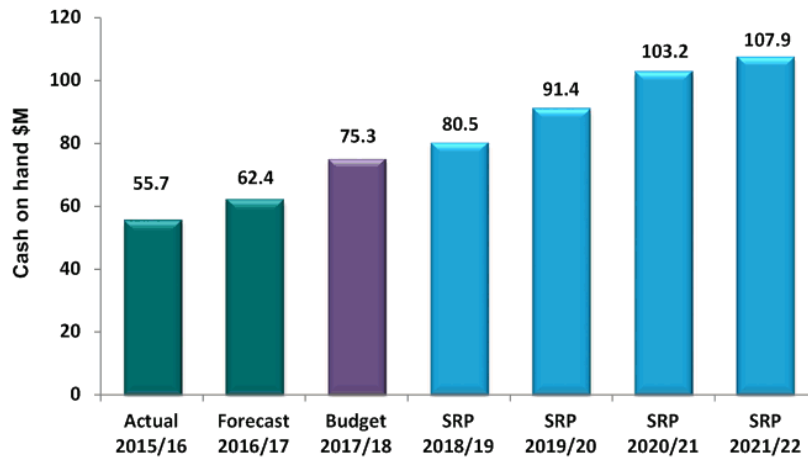
SRP - Strategic Resource Plan estimates

The net cost of services delivered to the community for the 2017-2018 year is expected to be \$78.19 million which is an increase of \$3.38 million over 2016-2017. This increase is mainly due to a better



attribution of service costs. The recently released results of the community satisfaction survey conducted by Council show that while there is a relatively high level of satisfaction with most services provided by Council, there are some areas of concern where there is a clear message that ratepayers want improved service levels.

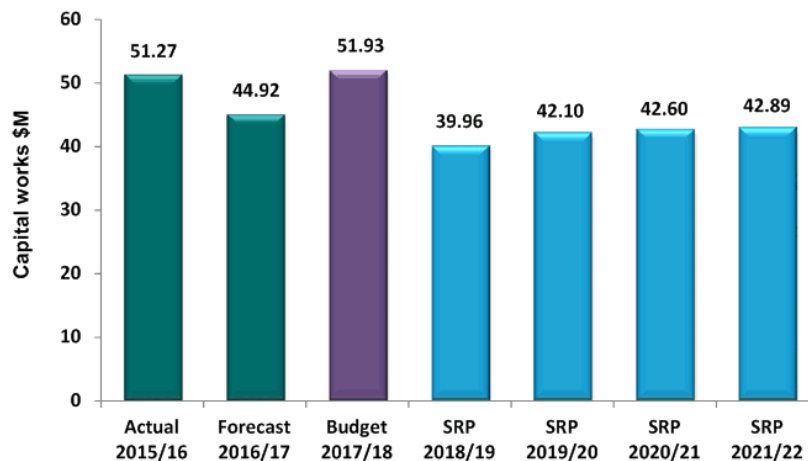
### 8.4 Cash and Investments



SRP - Strategic Resource Plan estimates

Cash and investments (including investments for Long Service Leave provision) are expected to increase to \$74.8 million as at 30 June 2018. Refer also Section 4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

### 8.5 Capital Works



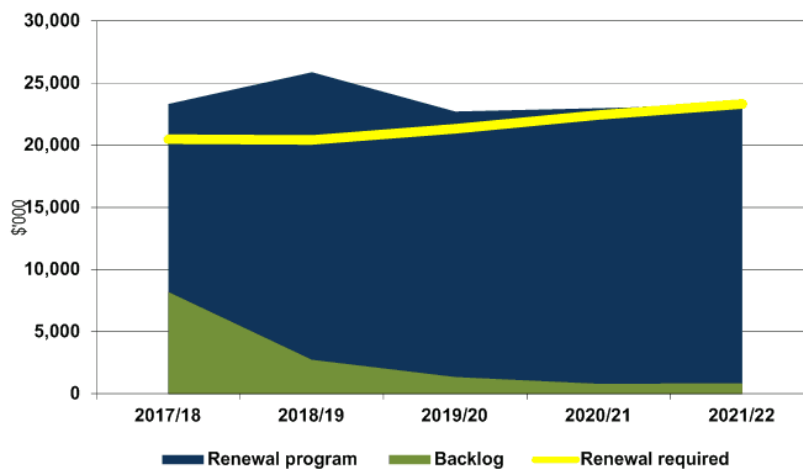
SRP - Strategic Resource Plan estimates





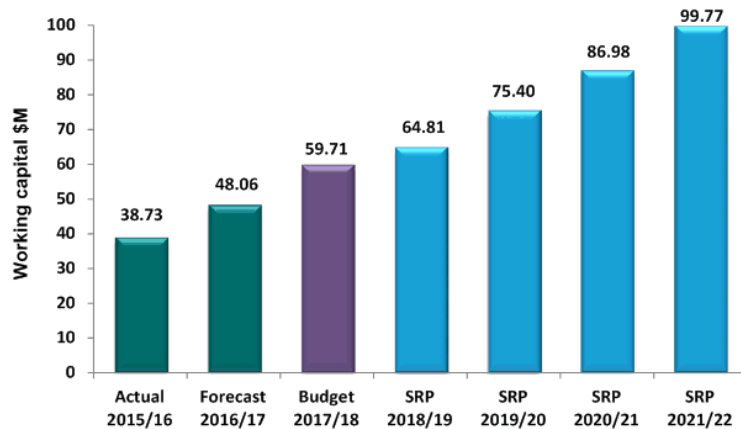
The capital works program for the 2017-2018 year is expected to be \$51.93 million. Of the \$51.93 million of capital funding required, \$12.04 million will come from external grants and contributions with the balance of \$39.89 million from Council cash. The Council cash amount comprises asset sales (\$2.37 million), cash held at the start of the year (\$1.05 million) and cash generated through operations in the 2017-2018 financial year (\$36.47 million). The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. (Capital works is forecast to be \$44.92 million for the 2016-2017 year).

The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal backlog.



The asset renewal program has been increased to \$24.3 million in the 2017-2018 year. Refer also Section 4 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

**8.6 Financial Position**



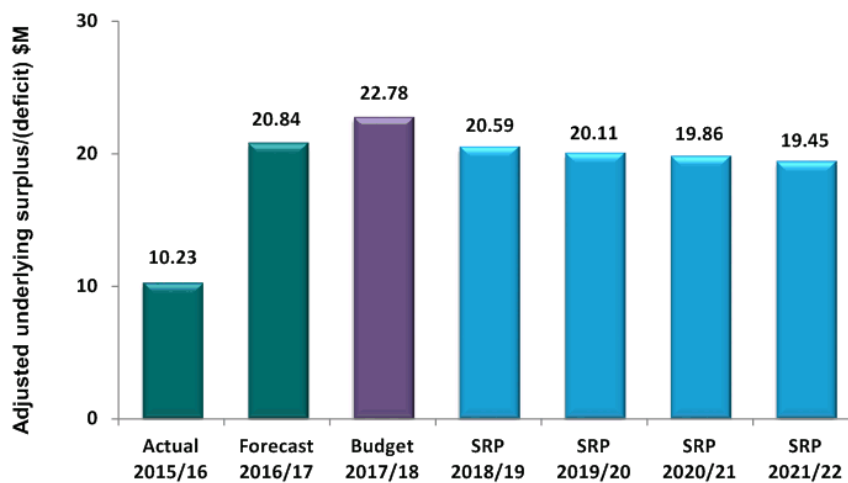
SRP - Strategic Resource Plan estimates



Council’s overall financial position is expected to improve with net assets (net worth) to increase by \$36.00 million to \$1.38 billion although net current assets (working capital) will increase by \$11.52 million to \$59.58 million as at 30 June 2018. This is mainly due to the allocation of funds to cash reserves for future capital works projects. (Net assets is forecast to be \$1.34 billion as at 30 June 2017).

Refer also Section 4 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

**8.7 Financial Sustainability**



SRP - Strategic Resource Plan estimates

The underlying result, which excludes items such as capital grants and contributions, is a surplus of \$22.78 million. (The forecast underlying result for the 2016-2017 year is a surplus of \$20.84 million). The Underlying Operating Result is one of Council’s key indicators of financial performance as it measures Council’s day to day operating activities. It excludes one off items such as capital grants and contributions as well as non-monetary assets.

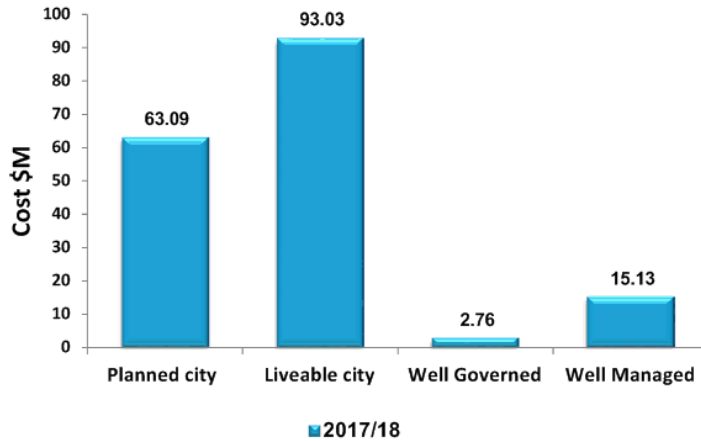
The Underlying Operating Result is of most concern as Council’s long term financial viability depends on its ability to make an operating surplus on a day to day basis in order to fund the replacement of assets and to fund new projects. Council’s 2017-2018 budget has been built on embedding long term financial sustainability and this graph indicates that Frankston’s future financial position will support the delivery of its Council Plan and medium term community outcomes. However, the introduction of rate capping has resulted in an unsustainable future financial position in the long term.

A high level Strategic Resource Plan for the years 2017-2018 to 2021-2022 has been developed to assist Council in adopting a budget within a longer term prudent financial framework.

Refer **Section 14** for more information on the Strategic Resource Plan.

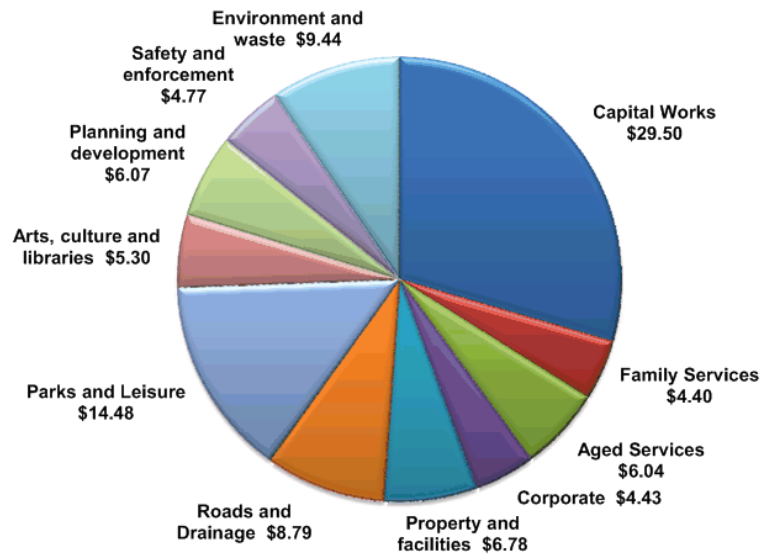


### 8.8 Strategic objectives



The 2017-2018 Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2017-2018 year.

### 8.9 Council expenditure allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.

## 9. Budget influences

### 9.1 Frankston City...at a glance

Frankston City is striving to be the preferred place to live, learn, work, visit and invest, offering incentives such as:

- vibrant and diverse communities with a potential catchment of over 328,000 people
- a unique lifestyle
- 11 kilometres of beautiful coastline, award winning clean foreshore and beaches
- cutting-edge arts and culture facilities and excellent restaurants and cafés
- world-class health and education facilities
- proactive commercial, retail and clean manufacturing business environment
- varied tourism experiences throughout Frankston City and the broader Mornington Peninsula region, which attracts 1.4 million overnight visitors and 2.9 million day trippers visiting annually.

#### Our Place

Frankston City is situated on the eastern shores of Port Phillip Bay approximately 40 kilometres south of Melbourne. The municipality covers an area of approximately 131 square kilometres from Seaford Wetlands in the north, to Mount Eliza in the south, and the Western Port Highway in the east. The western boundary of the city is made up of about 11 kilometres of beautiful coastline, clean foreshore and beaches along Port Phillip Bay.

Frankston City is strategically placed as the regional capital for the Mornington Peninsula and the nearby south east growth corridor of Melbourne. Currently, Frankston City provides regional shopping, education, health, community service, financial, recreation and leisure and entertainment facilities for a population catchment far greater than its municipal boundaries.


Frankston City is more than just the suburb of Frankston. It comprises the suburbs of Frankston central, Carrum Downs, Frankston North, Frankston South, Langwarrin, Seaford, Karingal, Sandhurst and Skye.

#### Our People

The population of Frankston City is 126,458 (ABS Census 2011) and is predicted to grow to approximately 160,000 by 2050. Frankston City has a young population, with nearly 26 per cent of residents under the age of 19 and 46 per cent aged 34 years or younger.

Overall, 21.8 per cent of the population were born overseas and 10.2 per cent are from a non-English speaking background, compared with 31.4 per cent and 24.2 per cent respectively for Greater Melbourne.

Whilst the city has a strong Aboriginal and Torres Strait Islander community, Frankston City has been a predominantly Anglo-Australian community. The cultural diversity of the city is developing. From 2006 to 2011 the number of people living in Frankston who were born in India has almost doubled (652 to 1282 people), there was a 51 per cent increase of people who were born in the Philippines (564 to 855 people), 75 per cent increase of people born in China (343 to 603 people), 43 per cent increase of people born in South Africa (519 – 747 people)



Our labour force comprises 64,221 individuals, of which over 60,579 are employed. Frankston City residents contribute to the wellbeing of their community through a significant amount of unpaid work, including volunteering and unpaid childcare. There are 14,046 people in Frankston City who volunteer their time (13.8 per cent of the adult population), an increase of 1,015 people from 2006-2011.

Overall, 42.1 per cent of the population held educational qualifications – including 11.9 per cent with a Bachelor or higher degree and 21.7 per cent who had a vocational qualification. 46.7 per cent of our population have no qualifications. Creating employment and improving access to education are key priorities for Council, with unemployment consistently above the state and national averages.

In 2011, Frankston City contained 53,252 dwellings, 81.1 per cent of which were separate houses. Owning a home is important to people living in Frankston City, with 39.9 per cent in the process of buying their own home, while 26.3 per cent own their own homes and a smaller proportion rent (26.6 per cent).

### Recreation and Leisure


Council has an emphasis on developing first-class facilities –golf courses, basketball and netball facilities, quality football grounds, gardens, playgrounds, boardwalks and bike trails – to meet the needs of a community where approximately 20,000 people take part in sport. In 2011-2012, 84 per cent of residents surveyed participate in local recreational activities.

## 9.2 External influences

In preparing the 2017-2018 Annual Budget, a number of external influences have been taken into consideration. These include:

- Consumer Price Index (CPI) increases on goods and services of 1.4 per cent through the September quarter 2016 (ABS release 25 October 2016). State-wide CPI is forecast to be 2.0 per cent for the 2017-2018 year (Victorian Budget Papers 2016-2017).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2016 was 3.4 per cent (ABS release 18 August 2016). The wages price index in Victoria is projected to be 2.5 per cent per annum in 2017-2018 increasing to 3 per cent and 3.5 per cent in the subsequent two years (Victorian Budget Papers 2016-2017). Council must renegotiate a new Enterprise Agreement during the 2017-2018 year for commencement on 1 June 2016.
- Reduction of \$0.40 million in Victoria Grants Commission funding compared to the prior year.
- Anticipated increases of 2.0 per cent (or \$1.24 per tonne) in the levy payable to the Victorian Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$0.20 million. The levy has increased from \$9 per tonne in 2008-2009 to \$63.27 per tonne in 2017-2018 (703 per cent increase in 9 years) and has added \$1.84 million to Council's costs.
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervision, Library services and Home and Community Care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- Councils across Australia raise approximately 3.5 per cent of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30 per cent of the all Australian public assets including roads, bridges, parks,





footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.
- Council received notification in March 2017 that a review of the Vested Benefit Index (VBI) was within the superannuation prudential standards. At this stage no restoration plan is required as the VBI meets the required threshold, however Council needs to manage this issue to dampen the impact of a potential future defined benefit superannuation shortfall.

### 9.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2017-2018 Budget. These matters have arisen from events occurring in the 2016-2017 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017-2018 year. These matters and their financial impact are set out below:

- The purchase of the Frankston Regional Resource and Recycling Centre provides residents with an "all year round" facility for the disposal of hard and other waste. Council has budgeted for a blanket hard waste collection in 2017-2018 and will retain an "at call" service for the convenience of residents and ratepayers. The provision of all services have increased costs to Council which has been passed on to ratepayers by way of a 2 per cent increase to green waste charges and general waste charges.
- Peninsula Aquatic Recreation Centre (PARC) is now fully operating as a separate entity and the operations of this facility are included in the 2017-2018 Annual Budget. Similarly, at the end of the financial year, Council will consolidate the financial results with the annual financial statements of Frankston City Council.
- The previous edition of Council's Long Term Financial Plan were based on an annual rate increase of 2.50 per cent over the life of the plan. With rates now capped at a forecast Consumer Price Index figure, the 2017-2018 Annual Budget rates and charges income has been revised down to 2.00 per cent.
- The 2017-2018 Budget has been developed based on a 1.40 per cent plus 0.50 per cent banding increments. Negotiations for the upcoming Enterprise Agreement 8 are ongoing. Until such time these negotiations are finalised, the Budget has been prepared using the above parameters. Enterprise Agreement 7 had quantum increments of 3.25 per cent over the term of the agreement. The cost of provision of Council services is very heavily based on labour costs which account for approximately 46 per cent of total operational spending.

### 9.4 Budget principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- Existing fees and charges to be reviewed and adjusted to in line with Council's policy, market levels and an equitable amount for each service/item.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at 2016-2017 levels with the aim to use less resources with an emphasis on innovation and efficiency.



- Contract labour to be minimised.
- New initiatives or employee proposals which are not cost neutral to be justified through a business case.
- Real savings in expenditure and increases in revenue identified in 2016-2017 to be preserved.
- Operating revenues and expenses arising from completed 2016-2017 capital projects to be included.

In terms of the direct parameters upon which the 2017-2018 Annual Budget is based, the below table tabulates the assumptions:

Key Assumptions	2017-2018
Consumer Price Index	2.00%
Wage Price Index	2.50%
Cost Escalation - Local Government	2.30%
Rate Increase	2.00%
Green Waste Charges	2.00%
General Waste Charges	2.00%
Fees - Set by Council	Various
Fees and Charges (Statutory)	1.00%
Other Recurrent Grants	1.00%
Grants Commission Grants	1.00%
Employee Costs	1.90%
Contracts & Materials	2.00%
Gas	5.50%
Water	2.00%
Electricity	10.00%
Insurance	3.80%

## 10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2017-2018 year.

### 10.1 Budgeted income statement

	Ref	2016-2017 Forecast \$'000	2017-2018 Budget \$'000	Variance \$'000
Total income	10.2	171,366	185,329	13,963
Total expenses	10.3	(144,243)	(148,800)	(4,557)
<b>Surplus/(deficit) for the year</b>		<b>27,123</b>	<b>36,529</b>	<b>9,406</b>
Grants - capital (non-recurrent)	5.1.2	(3,526)	(9,316)	(5,790)
Contributions - non-monetary		(800)	(800)	-
Capital contributions - other sources	10.2.6	(1,954)	(3,634)	(1,680)
<b>Adjusted underlying surplus/(deficit)</b>	<b>10.1.1</b>	<b>20,843</b>	<b>22,779</b>	<b>1,936</b>

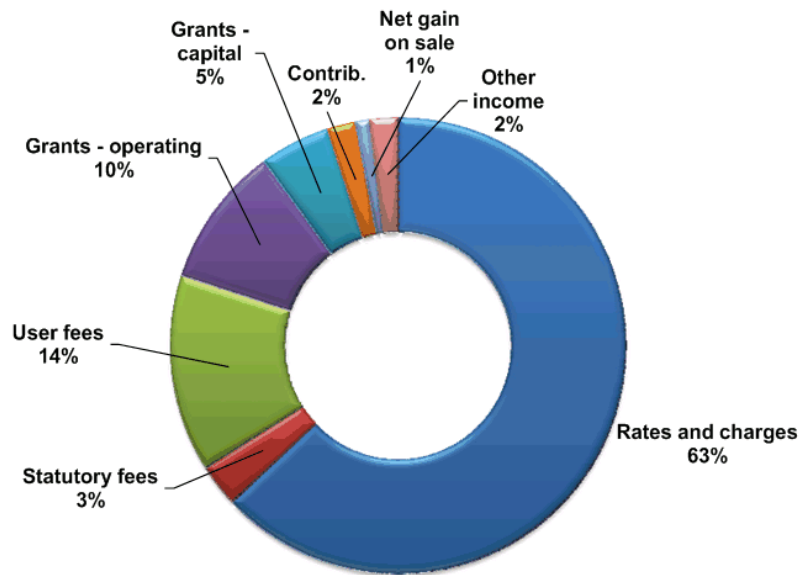
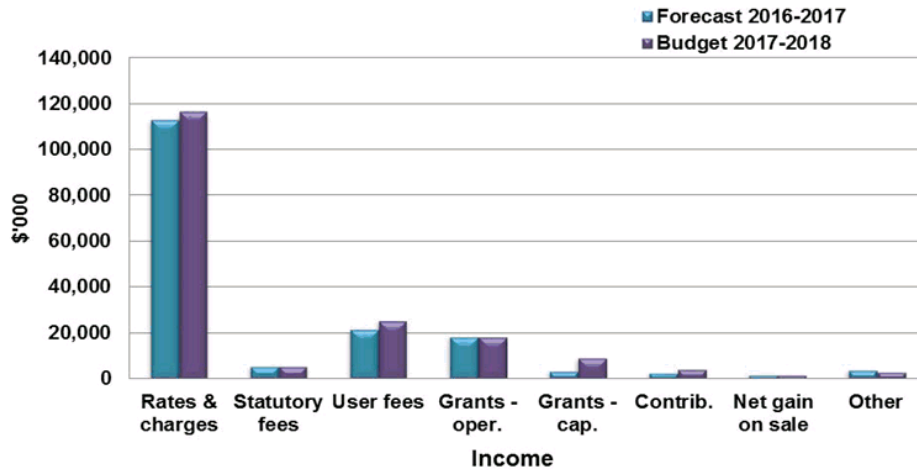
#### 10.1.1 Adjusted underlying surplus (\$1.94 million increase)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, contributions of non-monetary assets and other once-off adjustments. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not affected by non-recurring or once-off items of income and expenses which can often mask the operating result. The adjusted underlying result for the 2017-2018 year is a surplus of \$22.78 million which is an increase of \$1.94 million over the 2016-2017 year. In calculating the underlying result, Council has excluded grants received for capital purposes as funding for the capital works program is once-off and usually non-recurrent. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

### 10.2 Income

Income Types	Ref	2016-2017 Forecast \$'000	2017-2018 Budget \$'000	Variance \$'000
Rates and charges	10.2.1	112,897	116,823	3,926
Statutory fees and fines	10.2.2	5,709	5,697	(12)
User fees	10.2.3	21,865	25,542	3,677
Grants - operating	5.1.1	18,549	18,289	(260)
Grants - capital	5.1.2	3,526	9,316	5,790
Contributions - monetary	10.2.4	1,954	3,634	1,680
Contributions - non-monetary	10.2.5	800	800	-
Net gain on disposal of property, infrastructure, plant and equipment	10.2.6	2,085	1,913	(172)
Other income	10.2.7	3,981	3,315	(666)
<b>Total income</b>		<b>171,366</b>	<b>185,329</b>	<b>13,963</b>





**Budgeted income 2017-2018**

**10.2.1 Rates and charges (\$3.93 million increase)**

The 2017-2018 Annual Budget includes a capped increase in the average base rate of 2.0 per cent or \$3.93 million over 2016-2017 to \$116.82 million.

Supplementary rates, for new rateable assessments or properties completing improvement works during the financial year, are forecast to provide \$0.70 million in rate revenue over 2017-2018. Section 7, "Rating Information" provides a detailed analysis of the rates and charges to be levied for 2017-2018.

### 10.2.2 Statutory fees and fines (\$0.12 million decrease)

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Public Health and Wellbeing Act registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

A detailed listing of statutory fees and fines are included in Appendix A to this report.

	Forecast 2016-2017 \$'000	Budget 2017-2018 \$'000	Variance \$'000
Building and town planning fees	963	979	16
Infringements and costs	4,626	4,597	(29)
Land information certificates	121	122	1
<b>Total statutory fees and fines</b>	<b>5,710</b>	<b>5,698</b>	<b>(12)</b>

### 10.2.3 User fees (\$3.68 million increase)

Fees and charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. The principal sources of fee income arise from services such as child care, pre-schools, recreational facilities, home care, entertainment and other community facilities. The increase in user fees income is mainly due to:

- Waste management fees are expected to increase by \$1.15 million mainly due to the improved trading at the Frankston Regional Recycling and Recovery Centre.
- Peninsula Aquatic Recreation Centre expected to increase by \$1.41 million due to growth in trading operations.

	Forecast 2016-2017 \$'000	Budget 2017-2018 \$'000	Variance \$'000
Aged care services (incl home care and meals on	964	974	10
Arts centre	2,589	3,108	519
Building permits and other charges	267	284	17
Childcare/ children's program fees	268	301	33
Events and festivals	139	128	(11)
Other fees and charges	1,726	1,678	(48)
Parking fees	1,665	1,928	263
Peninsula Leisure Centre	10,198	11,605	1,407
Recreation and leisure	914	1,237	323
Rental/lease	150	322	172
Transportation and developments	247	247	
Valuations and fire service levy fees	397	240	(157)
Waste management	2,340	3,490	1,150
<b>Total fees and charges</b>	<b>21,865</b>	<b>25,542</b>	<b>3,677</b>

A detailed listing of user fees is included in Appendix A to this report. To diminish Council's reliance on rate income, a full review of user fees and charges will continue in 2017-2018. Of particular note, the car parking fees have increased by 0.50 cents per hour to \$2.00 and by \$1.00 per day to \$6.50.

#### 10.2.4 Contributions – monetary (\$1.68 million increase)

Contributions for capital works in the 2017-2018 Annual Budget has increased by \$1.68 million from the 2016-2017 forecast primarily due to the one off contribution in 2017-2018 for the Special Charge Scheme - Newton Avenue and Weeroona Road, Langwarrin South. Revenues from this income stream are closely linked to the projects that are included in the capital works program.

Cash contributions are charges paid by developers in regard to recreational lands, drainage and car parking in accordance with planning permits issued for property development. Cash contributions in the 2017-2018 Annual Budget are projected to remain constant with the 2016-2017 forecast due to the completion of property developments within the municipality during the 2017-2018 year.

#### 10.2.5 Contributions – non-monetary (Nil change)

Non-monetary contributions represent assets which transfer to Council from property developers at the completion of subdivisional work. The assets generally consist of land used for public open space or infrastructure assets. Council recognises these new assets at 'fair value'. No cash is transferred but the fair value of the assets is recorded as revenue.

#### 10.2.6 Net gain on disposal of property, infrastructure, plant and equipment (\$0.17 million decrease)

Net gain on sale of Council assets is forecast to be \$1.91 million for 2017-2018 and relates to the planned cyclical replacement of part of the plant and vehicle fleet together with a sale of small parcel of land.

#### 10.2.7 Other income (\$0.66 million decrease)

Other income in 2017-2018 Annual Budget is projected to be \$3.30 million.

Interest earnings relate to proceeds from cash investments or interest charges levied as a penalty for late rate payments.

Interest on investments is forecast to decline compared to 2016-2017 due to a reduction in Council's available cash reserves during 2017-2018 to fund major infrastructure projects and lower interest rates. Interest on unpaid rates is forecast to increase compared to 2017-2018 due to an expected increase in the level of unpaid rates during 2017-2018.

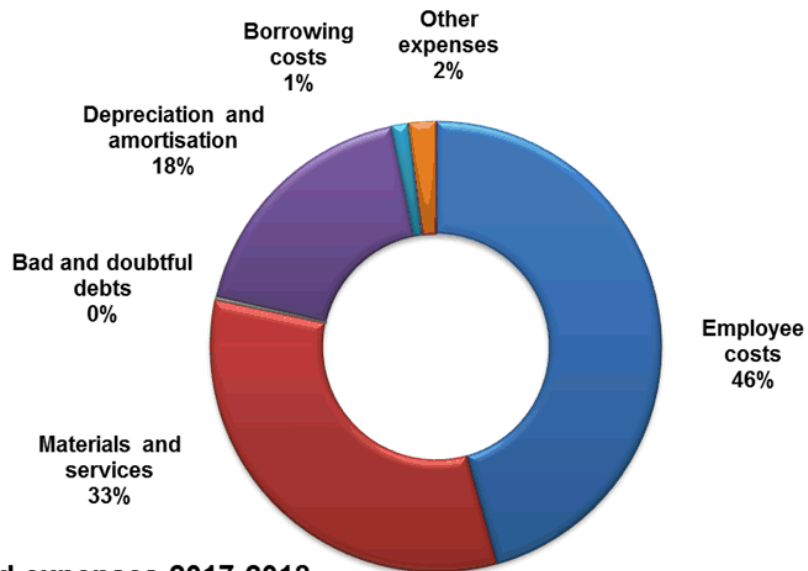
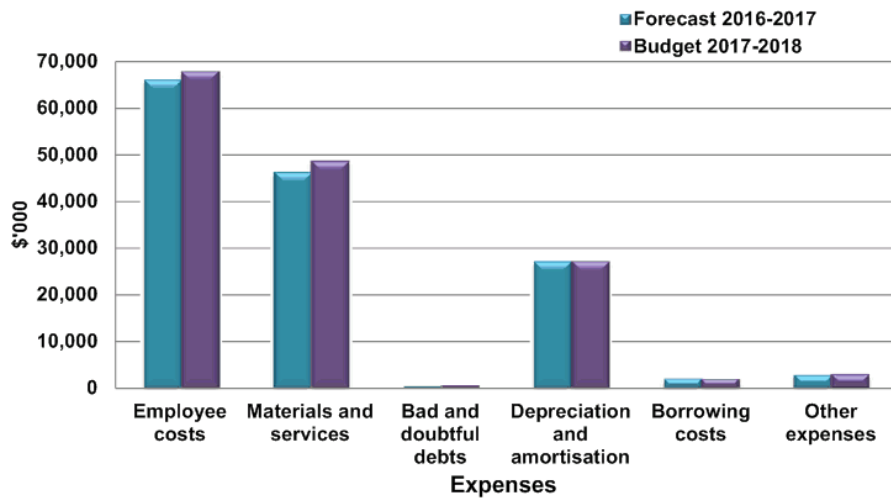
### 10.3 Operating Expenditure

Expense Types	Ref	2016-2017	2017-2018	Variance
		Forecast	Budget	
		\$'000	\$'000	\$'000
Employee costs	10.3.1	66,066	67,915	1,849
Materials and services	10.3.2	46,202	48,617	2,415
Bad and doubtful debts	10.3.3	320	406	86
Depreciation and amortisation	10.3.4	27,065	27,119	54
Borrowing costs	10.3.5	1,917	1,870	(47)
Other expenses	10.3.6	2,673	2,873	200
<b>Total expenses</b>		<b>144,243</b>	<b>148,800</b>	<b>4,557</b>



When comparing operating expenditure from 2016-2017 Annual Budget to the 2017-2018 Annual Budget (refer to table below), an overall increase of 3.16 per cent has been achieved.

Operating Expenditure Movement	Budget	Budget	Variance
	2016-2017	2017-2018	
	\$'000	\$'000	%
<b>Expenses</b>	<b>144,243</b>	<b>148,800</b>	<b>3.16%</b>



**Budgeted expenses 2017-2018**

**10.3.1 Employee costs (\$1.85 million increase)**

Employee costs include all labour related expenditure inclusive of oncosts such as WorkCover insurance, superannuation, leave loading and long service leave entitlements. At the time of preparing the annual budget Council's Enterprise Agreement had not been finalised. An estimated increase of 1.40 per cent has been allowed to cover EBA increases, superannuation guarantee increases and periodic increases that occur as staff progress through the employee banding structure provided for in Awards.

Employee costs are forecast to increase in the 2017-2018 Annual Budget by \$1.85 million or 2.8 per cent compared to 2016-2017. This relates to the EBA increase together with the increased trading activity at the Peninsula Aquatic Recreation Centre where casual salaries vary directly with income.

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part time \$'000
Chief Executive Officer	801	682	119
Human Resources	1,378	1,269	109
Corporate Management	831	831	-
Information Technology	2,179	1,905	274
Financial and Corporate Planning	2,281	1,920	361
Administration and Corporate Projects	1,134	964	170
Commercial Services	993	993	-
Communities Management	416	416	-
Community Strengthening	3,212	2,120	1,092
Family Health Support Services	12,871	2,734	10,137
Arts and Culture	4,821	2,816	2,005
Community Safety	5,239	3,880	1,359
Community Relations	3,207	1,487	1,720
Operations	11,194	10,933	261
Planning	2,677	2,366	311
Infrastructure	2,126	2,081	45
Facilities	1,279	1,279	-
Public Space and Leisure	1,289	1,008	281
Sustainable Assets	1,917	1,863	54
CAA Development	448	448	-
Peninsula Leisure Pty Ltd	3,190	2,481	709.00
Total permanent staff expenditure	63,483	44,476	19,007
Casual and other expenditure	5,837		
Capitalised labour costs	(1,405)		
<b>Total expenditure</b>	<b>67,915</b>		

A summary of the number of full time equivalent (FTE) Council Staff in relation to the above expenditure is included below:

Department	Budget 2017/18 FTE	Comprises	
		Permanent Full time FTE	Permanent Part time FTE
Chief Executive Officer	5.48	4.00	1.48
Human Resources	13.10	12.00	1.10
Corporate Management	6.00	6.00	-
Information Technology	20.54	18.00	2.54
Financial and Corporate Planning	22.70	19.00	3.70
Administration and Corporate Projects	12.12	10.00	2.12
Commercial Services	9.00	9.00	-
Communities Management	2.00	2.00	-
Community Strengthening	34.42	22.00	12.42
Family Health Support Services	142.05	29.00	113.05
Arts and Culture	54.48	29.00	25.48
Community Safety	62.41	42.00	20.41
Community Relations	35.00	14.00	21.00
Operations	144.65	141.00	3.65
Planning	26.51	23.00	3.51
Infrastructure	20.60	20.00	0.60
Facilities	11.00	11.00	-
Public Space and Leisure	12.80	10.00	2.80
Sustainable Assets	18.60	18.00	0.60
CAA Development	2.00	2.00	-
Peninsula Leisure Pty Ltd	42.60	32.00	10.60
<b>Total permanent staff</b>	<b>698.06</b>	<b>473.00</b>	<b>225.06</b>
Casual and other	90.20		
<b>Total staff</b>	<b>788.26</b>		

### 10.3.2 Materials and services (\$2.41 million increase)

Materials and services include the purchase of consumables and payments to contractors for the provision of services. Materials and services are forecast to increase by \$2.41 million in the 2017-2018 Annual Budget compared to the 2016-2017 forecast, primarily due to improved trading at the Frankston Regional, Recovery and Recycling Centre resulting in \$0.70 million increase in waste disposal expenditure. This increase in materials and services is offset by expected improvement in income.

However a robust review was conducted by Councillors and management during the budget process which resulted in limited growth of costs in other areas of the budget.

### 10.3.3 Bad and doubtful debt (\$0.86 million increase)

Bad and doubtful debts are projected to increase from the 2016-2017 forecast due to the budgeted increase in 2017-2018 income.

**10.3.4 Depreciation and amortisation (\$0.54 million increase)**

Depreciation relates to the usage of Council's property, plant and equipment and infrastructure assets including roads and drains. It is an accounting measure which attempts to allocate the value of an asset over its useful life. The increase of \$0.54 million for 2017-2018 is due mainly to the completion of the 2016-2017 capital works program and the full year effect of depreciation on the 2016-2017 capital works program. Refer to 'section 12. Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2017-2018 year.

**10.3.5 Borrowing costs (\$0.47 million decrease)**

Borrowing costs relate to interest charged by financial institutions on funds borrowed. Interest expense is budgeted to be \$1.87 million reflecting the agreed borrowing arrangements in 2017-2018 to fund capital works projects. Council are not proposing any further borrowings during 2017-2018.

**10.3.6 Other expenses (\$0.20 million increase)**

Other expenses relate to a range of administration and professional services including audit services, operating leases, contributions to community groups and other miscellaneous expenditure items. Other expenses are forecast to remain constant.

	Forecast	Budget	Variance
	2016-2017	2017-2018	
	\$'000	\$'000	\$'000
Conferences, seminars and training	720	783	(63)
Court lodgement fees	324	334	(10)
Councillor expenses	370	377	(7)
Directors fees	330	369	(39)
External auditor remuneration	123	129	(6)
Grants and contributions	198	254	(56)
Internal auditor	135	140	(5)
Operating leases	473	487	(14)
<b>Total other expenses</b>	<b>2,672</b>	<b>2,873</b>	<b>(201)</b>



## 11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017-2018 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained. The analysis is based on three main categories of cash flows:

- **Operating activities** – Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, plant and equipment.
- **Financing activities** – Refers to the cash generated or used in the financing of Council functions and include proceeds from and repayment of borrowings from financial institutions.

### 11.1 Budgeted cash flow statement

	Ref	2016-2017 Forecast \$'000	2017-2018 Budget \$'000	Variance \$'000
<b>Cash flows from operating activities</b>	11.1.1			
<i>Receipts</i>				
Rates and charges		112,897	116,823	3,926
Statutory fees and fines		5,709	5,697	(12)
User fees		21,865	25,542	3,677
Grants - operating		18,549	18,289	(260)
Grants - capital		3,526	9,316	5,790
Contributions - monetary		1,954	3,634	1,680
Other receipts		(1,272)	3,599	4,871
<i>Payments</i>				
Employee costs		(66,066)	(67,915)	(1,849)
Materials and services		(46,522)	(49,023)	(2,501)
Other payments		(2,673)	(2,873)	(200)
<b>Net cash provided by operating activities</b>		<b>47,967</b>	<b>63,089</b>	<b>15,122</b>
<b>Cash flows from investing activities</b>	11.1.2			
Payments for property, infrastructure, plant and equipment		(43,424)	(50,425)	(7,001)
Proceeds from sale of property, infrastructure, plant and equipment		2,258	2,413	155
<b>Net cash used in investing activities</b>		<b>(41,166)</b>	<b>(48,012)</b>	<b>(6,846)</b>
<b>Cash flows from financing activities</b>	11.1.3			
Finance costs		(1,917)	(1,870)	47
Proceeds from borrowings				
Repayment of borrowings		(1,336)	(773)	563
<b>Net cash used in financing activities</b>		<b>(3,253)</b>	<b>(2,643)</b>	<b>610</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>3,548</b>	<b>12,434</b>	<b>8,886</b>
Cash and cash equivalents at the beginning of the financial year		32,695	36,243	3,548
<b>Cash and cash equivalents at end of the year</b>	11.1.4	<b>36,243</b>	<b>48,677</b>	<b>12,434</b>



### 11.1.1 Operating activities (\$14.68 million increase)

The \$14.68 million increase in cash inflows from operating activities is due mainly to a \$3.92 million increase in rates and charges and improved debt management, \$3.68 million increase in user fees as a result of improved trading at Peninsula Aquatic Recreation Centre and movements in current assets and liabilities.

The net cash flows from operating activities does not equal the operating result for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	2016-2017 Forecast \$'000	2017-2018 Budget \$'000	Variance \$'000
<b>Surplus (deficit) for the year</b>	<b>27,123</b>	<b>36,529</b>	<b>9,406</b>
Depreciation and amortisation	27,065	27,119	54
Net gain on disposal of property, infrastructure, plant and equipment	(2,085)	(1,913)	172
Borrowing costs	1,917	1,870	(47)
Contributions - non monetary	(800)	(800)	-
Net movement in current assets and liabilities	(5,252)	282	5,534
<b>Cash flows available from operating activities</b>	<b>47,968</b>	<b>63,087</b>	<b>15,119</b>

### 11.1.2 Investing activities (\$6.84 million increase)

The increase in net cash outflows from investing activities of \$6.84 million is primarily due to the increase in capital works expenditure.

### 11.1.3 Financing activities (\$0.61 million increase)

The increase in net cash outflows from financing activities of \$0.61 million is primarily due to Council decision to redeem a loan in 2017-2018.

## 11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2018 it will have cash and investments of \$75.26 million, which has been restricted as shown in the following table.

Ref	2016-2017 Forecast \$'000	2017-2018 Budget \$'000	Variance \$'000
	<b>62,378</b>	<b>75,257</b>	<b>12,879</b>
<b>Total cash and investments</b>			
Restricted cash and investments			
- Statutory reserves	11.2.1 (5,188)	(2,342)	2,846
- Trust funds and deposits	11.2.2 (5,411)	(5,777)	(366)
<b>Unrestricted cash and investments</b>	<b>51,779</b>	<b>67,138</b>	<b>15,359</b>
- Discretionary reserves	11.2.3 (10,969)	(15,662)	(4,693)
<b>Unrestricted cash adjusted for discretionary reserves</b>	<b>40,810</b>	<b>51,476</b>	<b>10,666</b>



**11.2.1 Statutory reserves (\$2.34 million)**

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

**11.2.2 Trusts and Deposits (\$5.78 million)**

These are monies held in trust and are to be refunded, and mainly constitute developer monies relating to the two major Development Contribution Plans which are refunded upon the completion of capital works.

**11.2.3 Discretionary reserves (\$15.66 million)**

Discretionary Reserves are funds set aside by Council for a specific purpose or project but not protected by statute.

**11.2.4 Unrestricted cash and investments (\$67.14 million)**

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants, contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

**11.3 Reserve fund balances for 2017-2018**

The table below highlights Council’s Reserve funds and the projected balance at 30 June 2018.

Reserve Balances	Forecast July 2017 Opening Balance	Transfers To Reserve	Transfers From Reserve	Budget June 2018 Closing Balance
Public resort and recreation	2,137	915	(1,050)	2,002
Native revegetation	1,048	-	-	1,048
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Carparking	10	-	-	10
Unexpended grant	3,961	-	-	3,961
Capital projects reserve	621	-	(139)	482
Strategic asset	22,647	10,327	-	32,974
PARC asset management reserve	640	320	-	960
PARC strategic reserve	240	-	-	240
Resource efficiency	67	-	-	67
Loan sinking fund	14,202	1,340	-	15,542
<b>Totals</b>	<b>45,780</b>	<b>12,902</b>	<b>(1,189)</b>	<b>57,493</b>

#### 11.4. Impact of current year (2016-2017) on the 2017-2018 Annual Budget

This section of the report highlights the impact that outcomes in 2016-2017 have had on the adopted 2017-2018 Annual Budget. The figures utilised in this section adjust the net operating result calculated in accordance with accounting standards to include cash costs such as capital works and exclude non-cash transactions such as depreciation to reach an underlying cash result. The table below illustrates that Council is forecasting to complete 2017-2018 with an accumulated cash surplus outcome of \$0.50 million.

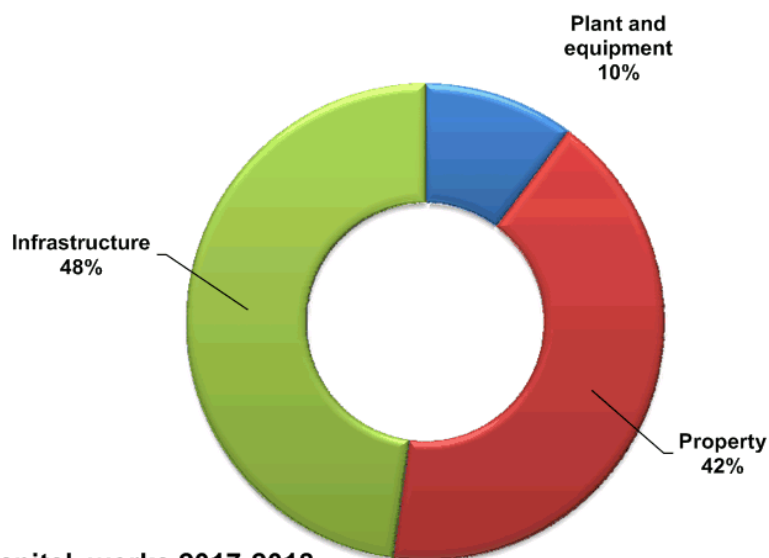
	Forecast 2016-2017 \$'000	Budget 2017-2018 \$'000	Variance \$'000
<b>Surplus/(deficit) for the year</b>	<b>27,122</b>	<b>36,529</b>	<b>9,407</b>
<i><b>Add back non-cash items:</b></i>			
Depreciation and amortisation	27,065	27,119	54
Contributions - non-monetary	(800)	(800)	
Write down value of assets disposed	173	500	327
	<b>26,438</b>	<b>26,819</b>	<b>381</b>
<i><b>Less non-operating cash items:</b></i>			
Capital works expenditure	43,424	50,425	7,001
Transfers to/(from) reserves	14,900	12,150	(2,750)
Proceeds from borrowing			
Repayment of borrowings	1,336	773	(563)
	<b>59,660</b>	<b>63,348</b>	<b>3,688</b>
<b>Cash surplus/(deficit) for the year</b>	<b>(6,100)</b>		<b>6,100</b>
<b>Accumulated cash surplus/(deficit) b/fwd</b>	<b>6,600</b>	<b>500</b>	<b>(6,100)</b>
<b>Accumulated cash surplus/(deficit) c/fwd</b>	<b>500</b>	<b>500</b>	

## 12. Analysis of capital budget

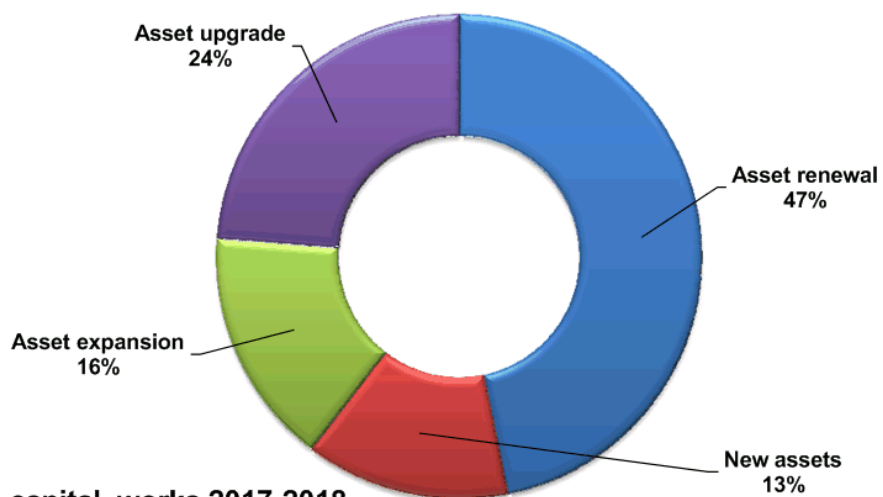
This section analyses the planned capital expenditure budget for the 2017-2018 year and the sources of funding for the capital budget.

### 12.1 Capital works

	Ref	2016-2017 Forecast \$'000	2017-2018 Budget \$'000	Variance \$'000
<b>New Works</b>				
<b>Property</b>				
	12.1.1			
Land		225	-	(225)
Buildings		11,701	21,772	10,071
Building improvements		694	-	(694)
<b>Total property</b>		<b>12,620</b>	<b>21,772</b>	<b>9,152</b>
<b>Plant and equipment</b>				
	12.1.2			
Plant, machinery and equipment		2,590	2,585	(5)
Fixtures, fittings and furniture		1,391	140	(1,251)
Computers and telecommunications		2,817	1,901	(916)
Library books		700	700	
<b>Total plant and equipment</b>		<b>7,498</b>	<b>5,326</b>	<b>(2,172)</b>
<b>Infrastructure</b>				
	12.1.3			
Roads		3,383	9,025	5,642
Bridges		1,511	925	(586)
Footpaths and cycleways		3,510	2,267	(1,243)
Drainage		1,842	866	(976)
Recreational, leisure and community facilities		999	4,520	3,521
Waste management		130	125	(5)
Parks, open space and streetscapes		10,893	4,855	(6,038)
Off street car parks		2,482	1,170	(1,312)
Other infrastructure		56	1,074	1,018
<b>Total infrastructure</b>		<b>24,806</b>	<b>24,827</b>	<b>21</b>
<b>Total new works</b>		<b>44,924</b>	<b>51,925</b>	<b>7,001</b>
<b>Total capital works expenditure</b>		<b>44,924</b>	<b>51,925</b>	<b>7,001</b>
<b>Represented by:</b>				
Asset renewal expenditure	12.1.4	24,631	24,301	(330)
New asset expenditure	12.1.4	9,399	7,084	(2,315)
Asset upgrade expenditure	12.1.4	10,894	12,357	1,463
Asset expansion expenditure	12.1.4	-	8,183	8,183
<b>Total capital works expenditure</b>		<b>44,924</b>	<b>51,925</b>	<b>7,001</b>



**Budgeted capital works 2017-2018**



**Budgeted capital works 2017-2018**

### 12.1.1 Property (\$21.772 million)

The property class comprises buildings and building improvements including community facilities, municipal offices, sporting facilities and pavilions.

*Significant projects include:*

- \$15,662,000 Structured Recreation (\$9,788,000 Council contribution) including;
  - \$8,133,000 Frankston Basketball Stadium Expansion construction – (\$3,536,774 Council contribution)
  - \$2,379,967 Carrum Downs Recreation Reserve Pavilion – Construction of a new pavilion (\$1,015,467 Council contribution)
  - \$1,764,000 Ballam Park Pavilion - Design and Construction of a new pavilion (\$1,464,046 Council contribution)
- \$600,000 Public Toilet Plan – Funds have been allocated to rationalise existing toilets along the Frankston foreshore through both demolishing redundant toilets and replacing existing toilets. The aim is to make all toilets more modern, energy efficient and less maintenance intensive (\$600,000 Council contribution)

### 12.1.2 Plant and equipment (\$5.33 million)

Plant and equipment includes plant, machinery and equipment, computers and telecommunications, and library books.

*Significant projects include:*

- Plant & Equipment Replacement - \$1,525,000 (\$1,525,000 Council contribution)
- Light Vehicle Replacement - \$1,200,000 (\$1,200,000 Council contribution)
- Library Collection - \$700,000 (\$700,000 Council contribution)
- Computers and Telecommunications - \$1,901,326 (\$1,726,676 Council contribution)

### 12.1.3 Infrastructure (\$24.83 million)

Infrastructure includes roads, bridges, footpaths and cycle ways, drainage, parks, open space and streetscapes, car parks and other structures.

*Significant projects include:*

- Funds allocated for Roads and Bridges amount to \$9,025,000 (\$6,110,000 Council Contribution). These roads include:
  - Cranhaven Road , Langwarrin (Warrandyte Road to Lapwing Court) – Special Charge Scheme
  - Newton Avenue and Weeroona Road, Langwarrin South – Special Charge Scheme
  - Taylors Road, Skye (Ballarto Road to Hall Road)
  - Valley Road, Skye
- Budget allocation to pathways including footpaths and shared pathways amount to \$637,588. These projects have been identified from a prioritised list in the recently published Frankston Paths Development Plan (Nov 2015). (\$637,588 Council contribution)
- The budget allocated for the Central Activity Area (CAA) is \$1,820,000 and includes upgrade of Station Street mall, Nepean Highway Boulevard (from Beach Street to Davey Street), Shannon mall upgrade and Clyde Street mall upgrade (\$640,000 Council contribution)



- Streetscapes including bulk street tree planting along main boulevard have a budget allocation of \$480,000 (\$480,000 Council Contribution)
- \$950,000 McClelland Reserve Soccer Car Park Upgrade (\$950,000 Council contribution)

**12.1.4 Asset renewal (\$24.30 million), new assets (\$7.08 million), asset upgrade (\$12.36 million) and asset expansion (\$8.18 million)**

A distinction is made between expenditure on new assets, expenditure on asset renewal and asset upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, which improves the service potential or the life of the asset. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

*Significant renewal projects funded from Council contributions include:*

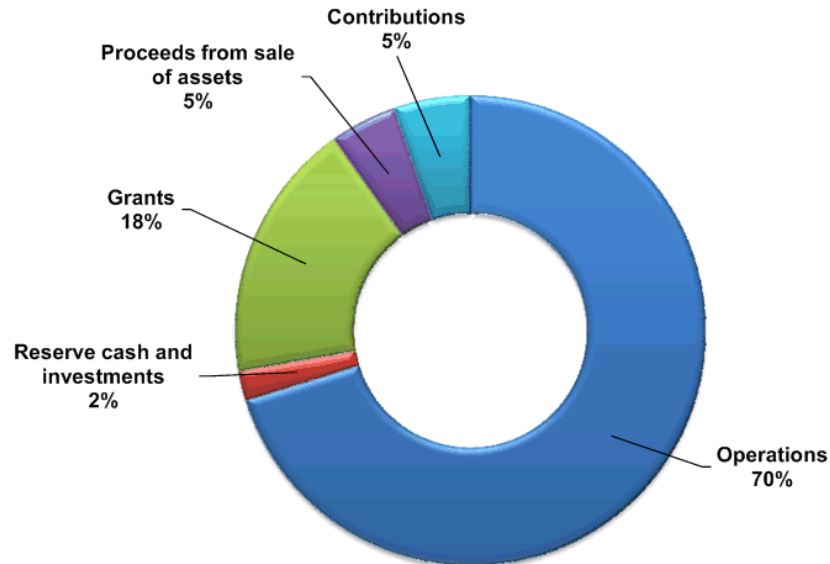
- Road Renewal Program - \$5.75 million (\$1.03 million grants)
- Facilities Renewal Program - \$5.92 million
- Bridge Renewal Program - \$0.92 million
- Footpath Renewal Program - \$1.68 million
- Park, Open Space and Streetscapes renewal - \$1.22 million
- Light Vehicle Replacement - \$1.20 million (\$800,000 plant sales)
- Plant & Equipment Replacement - \$1.24 million (\$231,000 plant sales)
- Car Park renewal - \$0.20 million
- Library Collection - \$0.70 million
- Drainage Renewal - \$0.55 million

**12.2 Funding sources**

The table below highlights the source of funds for the various total expenditure amounts. It highlights that funding from rate revenue for capital expenditure in 2017-2018 is \$33.13 million.

Sources of funding	Ref	2016-2017 Forecast \$'000	2017-2018 Budget \$'000	Variance \$'000
<b>New works</b>				
<i>Current year funding</i>				
Grants	12.2.1	3,526	9,316	5,790
Contributions	12.2.2	986	2,719	1,733
Carry Forwards	12.2.3	4,203		(4,203)
Council cash				
- operations	12.2.4	31,804	36,467	4,663
- proceeds from sale of assets	12.2.5	2,258	2,373	115
- reserve cash and investments	12.2.6	2,147	1,050	(1,097)
<b>Total new works</b>		<b>44,924</b>	<b>51,925</b>	<b>7,001</b>
<b>Total funding sources</b>		<b>44,924</b>	<b>51,925</b>	<b>7,001</b>





### Budgeted total funding sources 2017-2018

#### 12.2.1. Grants - capital (\$9.32 million)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by \$5.79 million compared to 2016-2017.

Significant grants included in the 2017-2018 Annual Budget are:

• Kananook Reserve (basketball stadium)	\$4,231,375
• Warrandyte Road widening and reconstruction	\$1,030,000
• Nepean Highway Boulevard Stage 1	\$700,000
• Breakwater at Oliver's Hill	\$500,000
• Station Street Mall upgrade	\$480,000
• Overport Park pavilion	\$400,000

#### 12.2.2 Contributions (\$2.72 million)

Contributions represent contributions by developers and other parties in relation to capital works. A significant contribution is included in the 2017-2018 Annual Budget:

• Special charge scheme Newton Avenue and Weeroona Road, Langwarrin	\$1,657,000
---	-------------

#### 12.2.3 Carry forwards (\$4.20 million)

Currently, Council has identified \$4.20 million of carry forward projects. Significant projects include:

• Sports ground service renewal	\$721,000
• Carrum Downs Rec Reserve pavilion	\$576,000
• Major bridge renewal program	\$400,000
• Kananook Reserve (basketball stadium)	\$313,000





- Special charge scheme Newton Avenue and Weeroona Road, Langwarrin \$236,000

These carry forward projects are funded by grants \$328,000, contributions \$110,000 and council cash \$3,785,000

#### **12.2.4 Council cash - operations (\$36.47 million)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$36.47 million will be generated from operations to fund the 2017-2018 capital works program. This amount is funded from cash generated from operating activities represented in the Cash Flow Statement (\$62.65 million) as set out in section 5 of this budget.

#### **12.2.5 Council cash - proceeds from sale of assets (\$2.37 million)**

Proceeds from sale of assets include the sale of heavy plant and motor vehicles in accordance with Council's fleet renewal policy.

#### **12.2.6 Council cash - reserve cash and investments (\$1.05 million)**

The adopted 2017-2018 Annual Budget utilises available reserve funds for the funding of various capital projects, including the following significant application:

- Kananook Reserve (basketball stadium) \$1,000,000

## 13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2016-2017 and 2017-2018. It also considers a number of key performance indicators.

### 13.1 Budgeted balance sheet

	Ref	2016-2017 Forecast \$'000	2017-2018 Budget \$'000	Variance \$'000
<b>Current assets</b>	13.1.1			
Cash and cash equivalents		36,243	48,677	12,434
Trade and other receivables		14,681	14,684	3
Other financial assets		26,135	26,580	445
Inventories		195	207	12
Other assets		1,647	1,034	(613)
<b>Total current assets</b>		<b>78,973</b>	<b>91,254</b>	<b>12,281</b>
<b>Non-current assets</b>	13.1.1			
Trade and other receivables		229	1,249	1,020
Intangible assets		2,719	2,719	
Property, infrastructure, plant and equipment		1,326,360	1,350,100	23,740
<b>Total non-current assets</b>		<b>1,329,308</b>	<b>1,354,068</b>	<b>24,760</b>
<b>Total assets</b>		<b>1,408,281</b>	<b>1,445,322</b>	<b>37,041</b>
<b>Current liabilities</b>	13.1.2			
Trade and other payables		13,266	13,693	427
Provisions		16,871	17,418	547
Interest-bearing loans and borrowings		773	429	(344)
<b>Total current liabilities</b>		<b>30,910</b>	<b>31,540</b>	<b>630</b>
<b>Non-current liabilities</b>	13.1.2			
Provisions		1,764	1,942	178
Interest-bearing loans and borrowings		35,091	34,661	(430)
<b>Total non-current liabilities</b>		<b>36,855</b>	<b>36,603</b>	<b>(252)</b>
<b>Total liabilities</b>		<b>67,765</b>	<b>68,143</b>	<b>378</b>
<b>Net assets</b>		<b>1,340,516</b>	<b>1,377,178</b>	<b>36,663</b>
<b>Equity</b>	13.1.3			
Accumulated surplus		631,461	655,974	24,513
Reserves		709,054	721,204	12,150
<b>Total equity</b>		<b>1,340,515</b>	<b>1,377,178</b>	<b>36,663</b>

#### 13.1.1 Current assets (\$12.28 million increase) and Non-Current Assets (\$24.76 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected remain constant throughout the 2017-2018 year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget. Other assets include items such as



prepayments for expenses that Council has paid in advance of service delivery and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles and equipment which has been built up by Council over many years. The increase in this balance is attributable to the net result of the capital works program, contribution of non-monetary assets, depreciation of assets and through the sale of property, plant and equipment.

#### **13.1.2 Current Liabilities (\$0.63 million increase) and Non-Current Liabilities (\$0.25 million decrease)**

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2016-2017 levels.

Provisions include accrued long service leave, annual leave. These employee entitlements are only expected to increase marginally due to more active management of entitlements.

Interest-bearing loans and borrowings are borrowings of Council.

#### **13.1.3 Equity (\$36.66 million increase)**

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$24.51 million results directly from the surplus for the year.

#### **Working Capital (\$11.65 million increase)**

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities at 30 June.



	2016-2017 Forecast \$'000	2017-2018 Budget \$'000	Variance \$'000
<b>Current Assets</b>	<b>78,973</b>	<b>91,254</b>	<b>12,281</b>
<b>Current Liabilities</b>	<b>30,911</b>	<b>31,540</b>	<b>629</b>
<b>Working Capital</b>	<b>48,062</b>	<b>59,714</b>	<b>11,652</b>
Restricted cash and investment current assets			
- Statutory reserves	(5,188)	(2,342)	2,846
- Trust funds and deposits	(5,411)	(5,777)	(366)
<b>Unrestricted working capital</b>	<b>37,463</b>	<b>51,595</b>	<b>14,132</b>

\* Unrestricted working capital may also be committed to completion of carry forward capital works. Refer to table 6.2 for funding of capital works carried forward.

### 13.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2018 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 95.0 per cent of total rates and charges raised will be collected in the 2017-2018 year
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days
- Other debtors and creditors to remain consistent with 2016-2017 levels
- Employee entitlements to be increased by the Enterprise Bargaining Agreement outcome offset by the impact of more active management of leave entitlements of staff
- Repayment of loan principal to be \$0.77 million
- Total capital expenditure to be \$51.93 million



## Long term strategies

### 14. Strategic resource plan

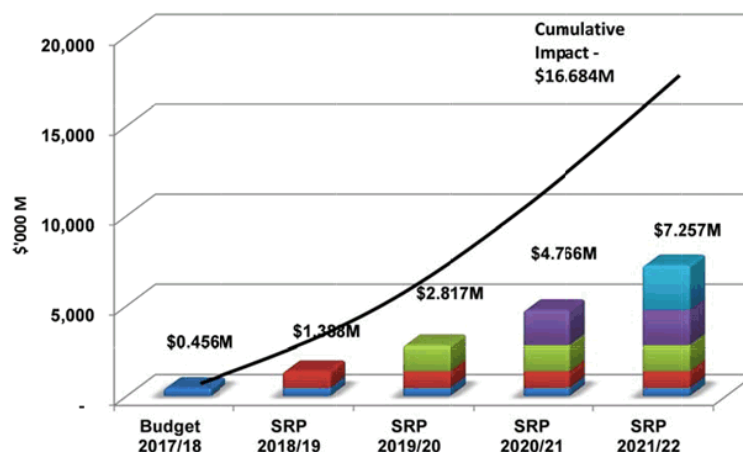
Council is required by the Local Government Act to develop a Strategic Resource Plan (SRP) which includes an indicative four year budget. Sections 14 to 16 of this budget (set out on the following pages) explain a possible long term financial plan. However it should be noted that this draft has not been adopted by Council and the indicative rating and debt strategies it contains have not been endorsed by Council.


During the next four years, Council will face considerable pressure on its financial position particularly in the face of ongoing cost-shifting by State and Federal Governments in addition to the reduction in State and Federal Government grants to the entire Victorian local government sector that is predicted over the coming years. This will push all Victorian councils to consider greater reliance on rates to fund existing and new services and programs.

It is noted that the State Government has introduced legislation that prevents Councils from raising rates above inflation levels from 1 July 2016. Victorian councils will be forced to cap rates at the consumer price index (CPI) which has been declared for 2017-2018 at 2.0 per cent. The CPI (based on a basket of common household goods and services that Council purchases very little of) is a very poor index of the cost of providing Council services that is very heavily based on labour costs.

The financial gap between the previous editions of Council’s Long Term Financial Plan (LTFP) and the revised plan in terms of rate revenue over the next four year period is approximately \$9 million; this increases to \$17 million over a five year period. This reduction will have a severe impact on Council’s ability to maintain services, deliver key initiatives and improvements and maintain adequate levels of capital expenditure.

**Cumulative impact of Rate Income  
(excludes waste charges)  
LTFP 2.5% vs Rate Increase 2.0%**





A number of different factors have now been built into this budget which has changed the outcomes significantly. They include the following:

- The first year of rate capping has essentially required Council to make changes to the 2017-2018 Budget of approximately \$0.5 million which has been achieved. This has a consequent flow on impact to future years.
- Significant reductions have been achieved in employee costs. The previous LTFP was based on increases per annum of 1.4 per cent, with an additional 0.5 per cent required to fund banding increments. This budget maintains this amount to 1.4 per cent plus 0.5 per cent for banding increments.

### 14.1 Plan development

The Act requires a Strategic Resource Plan (SRP) to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared a SRP for the five years 2017-2018 to 2021-2022 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next five years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- The achievement of a prudent balance between meeting the service needs of the Frankston City community and remaining financially sustainable for future generations.
- An enhanced funding level for capital works in general and meet the asset renewal requirements as outlined in asset management planning.
- To maintain a sustainable Council in an environment where Council must either constrain its net operational costs or reduce funds available to capital expenditure due to the capping of Council rates and low increases in government grant funding.
- Achieve a balanced budget on a cash basis.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.



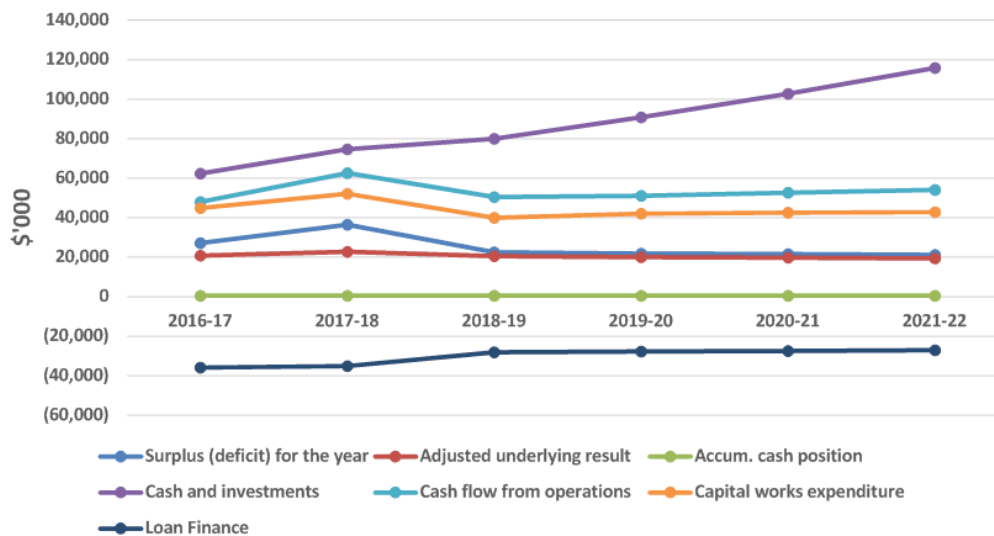
### 14.2 Financial resources

The following table summarises the key indicative financial results for the five years 2017-2018 to 2021-2022. Section 3 includes a more detailed analysis of the financial resources to be used over the five year period.

Indicator	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Surplus (deficit) for the year	27,123	36,529	22,508	21,828	21,570	21,166
Adjusted underlying result	20,843	22,779	20,591	20,113	19,855	19,451
Accum. cash position	500	500	500	500	500	500
Cash and investments	62,378	75,257	80,501	91,364	103,223	116,351
Cash flow from operations	47,967	63,089	50,401	51,115	52,645	54,134
Capital works expenditure	44,924	51,925	39,963	42,099	42,598	42,887
Loan Finance	(35,864)	(35,090)	(28,068)	(27,748)	(27,404)	(27,034)

Frankston City Council is continually reviewing and ensuring that appropriate service levels are provided to the Frankston City community. A focus of the budget development has been on doing the same for less. Any increase in expenditure / service levels has been offset with savings in areas with discretionary spending.

Financial Indicators



The key outcomes of the SRP are as follows:

- **Financial position (Section 11)** - Cash and investments is forecast to increase over the five year period from \$74.8 million to \$108.1 million.
- **Rating levels (Section 15)** – Modest rate increases are forecast over the five years at an average of 2.0%.
- **Service delivery strategy (Section 16)** – Service levels have been maintained throughout the five year period. Despite this, operating surpluses are forecast during this period however the



surplus reduces as a result of rate capping. By excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a surplus and again reduces over the five year period. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result

- **Borrowing strategy (Section 16)** – Borrowings are forecast to reduce from \$35.1 million to \$27.0 million over the five year period. This is on the basis that there are no new borrowings during the term of the LTFP.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the five year period is expected to total \$219.5 million at an average of \$43.9 million per year.



## 15. Rating Information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

### 15.1 Rating context

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for 67% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Frankston community.

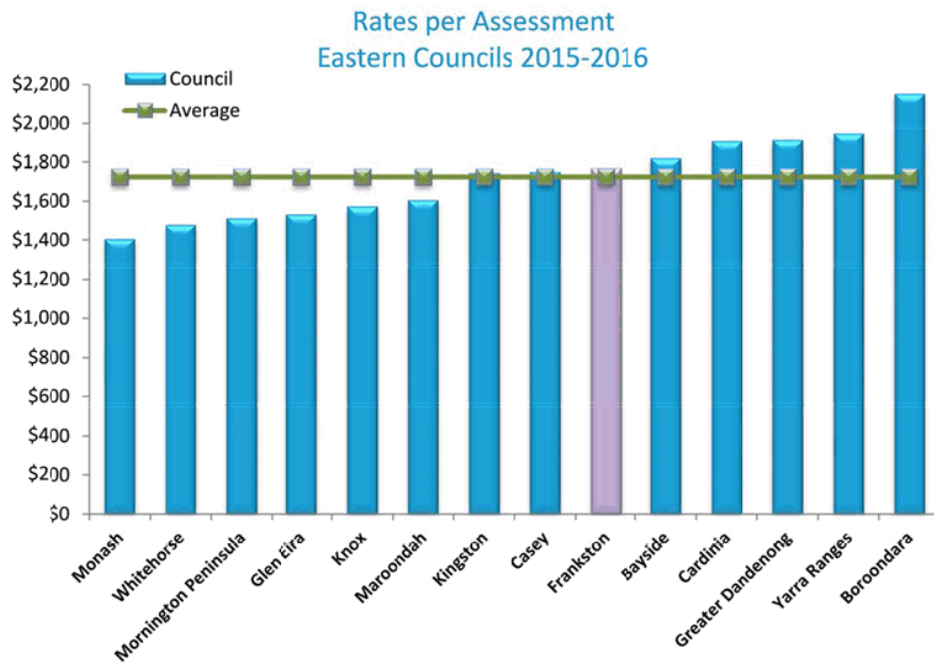
Where considered appropriate, Council will utilise the range of rates and charges prescribed under Section 155 of the Act to spread the rate burden across the municipality to recover the costs for the provision of specific services. This will include the annual declaration of a municipal charge to cover some of the administrative costs of Council and a service charge for the full cost recovery of the collection and disposal of refuse.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly every second year when applying new valuations to all properties within the municipality which results in individual rate payers facing varied increases in their rate payments.

Council needs to increase its revenue contributions from rates if it is in the long term to continue to provide services which are at least of a standard comparable to those offered elsewhere in the Melbourne metropolitan area. Otherwise it will not be able to meet the challenge of being able to be an outstanding Victorian regional capital on the bay.

The following highlights benchmark data comparing Frankston City Council's level of rating to that of fourteen comparable Eastern Melbourne Councils and the likely future percentage increases in the quantum of Council's rate revenue.

Benchmark data highlights that Frankston City Council has a slightly higher rating compared to its regional grouping. The below graph displays that on a rates per assessment basis (for the 2014/15 financial year), Council's \$1,768 per assessment is the seventh lowest of the group and higher than the average amount of \$1,722 per assessment.



The figures highlighted above are drawn from the 2015-2016 Annual Reports of the various Councils and given Council's rate increase in 2017-2018 of 2.00%, the variance amount below the average figure is expected to have been maintained.

### 15.2 Current year rates and charges

It will be necessary to achieve future revenue growth while containing costs in order to maintain robust capital works programs and achieve a financially sustainable position in the future.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the general rate and municipal charge will increase by 2.0% and the waste collection charge by 2.00%. This will raise total rate and charges for 2017-2018 of \$116.82 million, including \$0.70 million generated from supplementary rates.

The table over-page highlights the indicative rate increase over the forward 5 year period. These forward indexes are indicative only, are reviewed on an annual basis, and are subject to change. The remaining years of the SRP includes base rate increases aligned to the proposed rate cap of consumer price index.

Year	General Rate %	Municipal Charge %	General Waste Charge %	Green Waste Charge %	Total Rates Raised \$'000
2016/17	2.50	2.50	10.00	-	112,897
2017/18	2.00	2.00	2.00	2.00	116,823
2018/19	2.00	2.00	2.00	2.00	119,565
2019/20	2.25	2.25	2.25	2.25	122,912
2020/21	2.50	2.50	2.50	2.50	126,361
2021/22	2.50	2.50	2.50	2.50	129,916

### 15.3 Rating Structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, which form the central basis of rating under the *Local Government Act 1989*
- A 'user pays' component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of the administrative costs of the Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used. In previous financial years, Frankston City Council has established a general rate in the dollar to be applied to the valuation of all residential assessments in order to levy rates. It has further raised a number of differential rates that vary from the general rate in respect of certain rating types. This distinction is based on the concept that business should pay a fair and equitable contribution to rates, taking into account the benefits those properties derive from the local community. The table below highlights the variance from the general rates for the 2017-2018 financial year.

Differential Type	% Difference to General Rate 2017/18	% Difference to General Rate 2016/17
Rate for Retirement Villages	- 25.00%	- 25.00%
Rate for Commercial Land	+ 25.00%	+ 25.00%
Rate for Industrial Land	+ 25.00%	+ 25.00%
Rate for Vacant Residential Land	+ 25.00%	+ 25.00%
Rate for Acacia Estate	+6.20%	+6.20%
Rate for Farm Land	- 20.00%	- 20.00%
Rate for Derelict Land	+ 200.00%	+ 200.00%

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council will review its rating structure every two years.

The existing rating structure also comprises a rate concession for recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Under

the Cultural and Recreational Lands Act 1963, provision is made for a Council to levy the rate for recreational lands at “such amount as the municipal council thinks reasonable having regard to the services provided by the municipal council in relation to such lands and having regard to the benefit to the community derived from such recreational lands”. Council also levies a municipal charge and a waste collection charge as allowed under the Act.

The following table summarises the rates to be made for the 2017-2018 year. A more detailed analysis of the rates to be raised is contained in Appendix B “Statutory Disclosures”.

Rate Type	How applied	2016-2017	2017-2018	Total Raised \$'000	Change
Ordinary Rate	Cents in \$ of	0.2873	<b>0.2930</b>	68,699	2.0%
Rate for Retirement Villages	Cents in \$ of	0.2339	<b>0.2199</b>	267	2.0%
Rate for Commercial Land	Cents in \$ of	0.3897	<b>0.3664</b>	7,972	2.0%
Rate for Industrial Land	Cents in \$ of	0.3897	<b>0.3664</b>	5,083	2.0%
Rate for Vacant Residential Land	Cents in \$ of	0.3897	<b>0.3664</b>	929	2.0%
Rate for Acacia Heath	Cents in \$ of	0.3632	<b>0.3113</b>	451	2.0%
Rate for Farm Land	Cents in \$ of	0.2494	<b>0.2345</b>	39	2.0%
Rate for Derelict Land	Cents in \$ of	0.9353	<b>0.8792</b>	11	2.0%
Rate for Cultural & Recreational	Cents in \$ of	various	<b>various</b>	217	various
Rate by agreement (including Baxter Village)	Cents in \$ of	various	<b>various</b>	137	various
Municipal Charge	\$ per property	\$152.55	<b>\$155.60</b>	9,611	2.0%
Residential Bin 240L	\$ per property	\$474.40	<b>\$483.90</b>	7	2.0%
Residential Bin 120L	\$ per property	\$315.20	<b>\$321.50</b>	12,403	2.0%
Residential Bin 80L	\$ per property	\$251.00	<b>\$256.00</b>	4,450	2.0%
Residential Bin 120L (Fortnightly Pickup)	\$ per property	\$295.20	<b>\$301.10</b>	108	2.0%
Residential Bin 80L (Fortnightly Pickup)	\$ per property	\$231.00	<b>\$235.60</b>	78	2.0%
Green Waste Bin	\$ per property	\$132.80	<b>\$135.50</b>	5,257	2.0%
Commercial Bin 120L (Incl.GST)	\$ per property	\$346.77	<b>\$353.71</b>	299	2.0%
Commercial Bin 80L (Incl.GST)	\$ per property	\$276.08	<b>\$281.62</b>	57	2.0%
Commercial Recycling Bin (Incl.GST)	\$ per property	\$185.23	<b>\$188.95</b>	14	2.0%
Additional Residential Recycling Bin	\$ per property	\$50.00	<b>\$50.00</b>	34	-

Council has endorsed in principle a formal Rating Strategy that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.

## 16. Other long term strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings and infrastructure.

### 16.1 Borrowings

The use of debt funding for the provision of major community assets that will provide community benefit over a number of years is considered sound practice and governments at all levels have regularly enacted this approach. The use of debt funding enables the cost of community assets to be spread inter-generationally and smooths the impact of the borrowings on the long term financial structure for the Council.

Frankston City Council has clearly endorsed policies in relation to the undertaking of borrowings to fund major projects which have been reviewed and endorsed by Council. This includes clear definition of the types of projects that can be funded and the financial governance ratios that must be met in undertaking any borrowings. The Victorian Government principles on loan borrowing are also referenced for further validation of any proposed borrowings.

The table below sets out proposed / future borrowings, based on the forecast position of Council as at 30 June 2018.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2016/17	-	1,336	1,917	35,864
2017/18	-	773	1,870	35,091
2018/19	-	7,023	1,584	28,068
2019/20	-	320	1,481	27,748
2020/21	-	345	1,455	27,403
2021/22	-	370	1,431	27,033

The table below shows information on borrowings specifically required by the Regulations.

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
New borrowings						
Principal paid	1,336	773	7,023	320	345	370
Interest paid	1,917	1,870	1,584	1,481	1,455	1,431
Balance 30 June	35,864	35,089	28,067	27,747	27,403	27,033

### 16.2 Infrastructure

The management of Council's assets is an integral component of Council's Long Term Financial Plan and one that poses significant challenges, not only for this Council, but for all Victorian municipalities. Council is developing an Asset Management Strategy for its long-term infrastructure



based on the knowledge provided by various Asset Management plans which sets out the capital expenditure requirements of the Council for the next 10 years by class of assets and is a key input into its long term financial plan. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations.

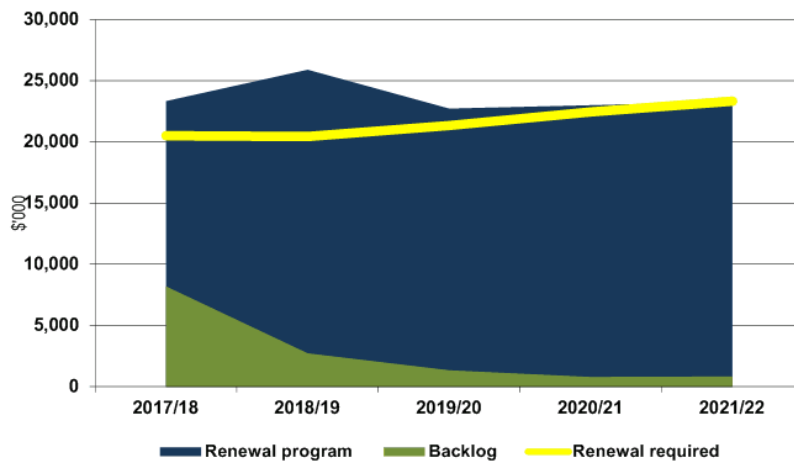
The strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

- Long-term capital planning process which integrates with the Council Plan, the long-term financial plan and the annual budget process.
- Identification of capital projects through the preparation of asset management plans.
- Prioritisation of capital projects within classes of assets on the basis of evaluation criteria.
- Methodology for allocating annual funding to classes of capital projects.
- Business Case templates for officers to document capital project submissions.

A key objective of the Asset Management Strategy is to maintain or renew Council’s existing assets at desired condition levels. If sufficient funds are not allocated to assist renewal, then Council’s investment in those assets will reduce, along with the capacity to deliver services to the community.

**Future asset renewal requirements**

Council is endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs. The backlog will be addressed within the 10 year Capital Program and no additional levy or rate increase is required from 2017-2018 onwards for this purpose. The graph below sets out the required and actual asset renewal from 2017-2018 to 2021-2022.



The following table summarises Council's forward outlook on capital funding sources for the next five years.

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Grants	3,526	9,316	202			
Contributions	986	2,719				
Proceeds from sale of assets	2,258	2,373	1,195	1,302	1,240	1,283
Borrowings						
Investment reserves	2,147	1,050				
Carry forward funding	4,203					
Council operations	31,804	36,467	38,566	40,797	41,358	41,604
<b>Total capital program</b>	<b>44,924</b>	<b>51,925</b>	<b>39,963</b>	<b>42,099</b>	<b>42,598</b>	<b>42,887</b>





## 2017-2018 Annual Budget

### Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in Sections 1 to 11 of this report.

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. While the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix A	Fees and charges schedule
Appendix B	Budget process
Appendix C	Detailed capital projects



## 2017-2018 Annual Budget

### Appendix A

## Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charges in respect to various goods and services provided during the 2017-2018 year.

**Frankston City Council**  
**2017-2018 Fees and charges**



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Community Strengthening</b>				
<b>Community Centres</b>				
Ebdale Hub: Community Groups Community Room Hire	PER HOUR	27.00	28.00	3.70%
Ebdale Community Hub: Community Groups Room Hire	PER HALF DAY	54.00	58.00	7.41%
Ebdale Hub: Corporate Group Meeting Room Hire	PER DAY	126.00	140.00	11.11%
Ebdale Community Hub: Corporate Group Meeting Room Hire	PER HALF	87.00	91.00	4.60%
Ebdale Community Hub: Community Groups Room Hire	PER DAY	76.00	80.00	5.26%
Frankston North Community Centre Casual Hire - Jack Verity Hall Weekday inc. Sat before 3pm	PER HOUR	35.00	36.00	2.86%
Frankston North Community Centre Casual Hire - Meeting Room	PER HOUR	25.00	26.00	4.00%
Frankston North Community Centre Hire - Full Day Community - Computer Room	PER HOUR	-	100.00	new
Frankston North Community Centre Casual Hire - Annex	PER HOUR	25.00	26.00	4.00%
Frankston North Community Centre Casual Hire - Kitchen Sun-Fri, Sat before 3pm	PER HOUR	25.00	26.00	4.00%
Frankston North Community Centre Permanent Hire - Jack Verity Hall Sun-Fri, Sat before 3pm	PER HOUR	25.00	26.00	4.00%
Frankston North Community Centre Permanent Hire - Meeting Rooms	PER HOUR	20.00	21.00	5.00%
Frankston North Community Centre Casual Hire - Computer Room	PER HOUR	20.00	20.00	-
Frankston North Community Centre Permanent Hire - Annex	PER HOUR	20.00	21.00	5.00%
Frankston North Community Centre Permanent Hire - Kitchen Sun-Fri, Sat before 3pm	PER HOUR	20.00	21.00	5.00%
Frankston North Community Centre Concessicn (group) Hire - Jack Verity Hall Sun-Fri, Sat before 3pm	PER HOUR	7.50	7.50	-
Frankston North Community Centre Concessicn (group) Hire - Jack Verity Hall Block Rate Sat 3pm - 1.30am	PER BKNG	250.00	270.00	8.00%
Frankston North Community Centre Concessicn (group) Hire - Meeting Rooms	PER HOUR	7.50	7.50	-
Frankston North Community Centre Integrated Services Hub small office	PER HOUR	-	10.00	new
Frankston North Community Centre Integrated Services Hub small office	PER DAY	-	80.00	new
Ebdale Hub - Milpara room - Discount rate for when kitchen is in full use	PER HALF DAY	-	40.00	new
Ebdale Hub - Milpara room - Discount rate for when kitchen is in use	PER DAY	-	62.00	new
<b>Frankston South Community &amp; Rec. Centre</b>				
Stadium Hire commercial	PER HOUR	33.00	35.00	6.06%
Energise room Hire Community	PER HOUR	21.00	22.00	4.76%
Meeting Room 2 Hire community	PER HOUR	20.00	21.00	5.00%
Relaxation Room Hire Community	PER HOUR	19.00	20.00	5.26%
Stadium Hire community	PER HOUR	29.00	30.00	3.45%
Meeting Room 1 Hire commercial	PER HOUR	21.00	24.00	14.29%
Meeting Room 1 Hire community	PER HOUR	20.00	21.00	5.00%
Meeting Room 2 Hire commercial	PER HOUR	21.00	24.00	14.29%

## Frankston City Council 2017-2018 Fees and charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Frankston South Community &amp; Rec. Centre</b>				
Relaxation Room Hire Commercial	PER HOUR	21.00	22.00	4.76%
Energise room Hire Commercial	PER HOUR	23.00	25.00	8.70%
<b>Family Health Support Services</b>				
<b>Home Personal &amp; Respite Care</b>				
HACC - Home Care Fees & Charges (average)	PER HOUR	6.26	6.70	7.03%
HACC - Personal Care Fees & Charges (average)	PER HOUR	4.60	5.30	15.22%
HACC - Respite Care Fees & Charges (average)	PER HOUR	2.81	3.02	7.47%
NRCP - Respite Care Fees & Charges (average)	PER HOUR	3.06	3.20	4.58%
CHSP - Home Care Fees & Charges (average)	PER HOUR	-	6.66	new
CHSP - Personal Care Fees & Charges (average)	PER HOUR	-	4.75	new
CHSP - Respite Care Fees & Charges (average)	PER HOUR	-	3.20	new
<b>Brokerage Services</b>				
Aged Care Packages (Average)	PER HOUR	56.40	56.40	-
Veterans Affairs Fees (average)	PER HOUR	3.52	3.52	-
<b>Home Maintenance</b>				
HACC - Home Maintenance Fees (average)	PER HOUR	10.00	11.00	10.00%
CHSP - Home Maintenance Fees (average)	PER HOUR	-	10.60	new
CHSP - Home Modification Fees (average)	PER HOUR	-	11.00	new
<b>Meals on Wheels</b>				
HACC - Meals on Wheels Fees (average)	PER MEAL	6.26	7.10	13.42%
CHSP - Meals on Wheels Fees (average)	PER MEAL	-	6.35	new
<b>PAG/ Community Transport</b>				
HACC - PAG Fees & Charges (average)	PER HOUR	-	2.30	new
CHSP - PAG Fees & Charges (average)	PER HOUR	-	2.30	new
<b>Kindergarten Registration</b>				
Pre-school Fees	PER APPL	21.00	24.00	14.29%
<b>Mahogany Rise Child and Family Centre</b>				
Mahogany Rise Child Care Daily Fee	PER DAY	95.00	98.00	3.16%
<b>Community Buses</b>				
Fees for Bus	PER DAY	120.00	120.00	-
<b>Arts and Culture Events</b>				
Frankston Waterfront Festival - Food Stall 3m x 3m Site	PER SITE	550.00	575.00	4.55%
Frankston Waterfront Festival - Food Stall 6m x 3m Site	PER SITE	850.00	890.00	4.71%
Frankston Waterfront Festival - Food Stall 9m x 3m Site	PER SITE	1,500.00	1,570.00	4.67%
Frankston Waterfront Festival - Market Stall 3m x 3m site	PER SITE	100.00	105.00	5.00%

**Frankston City Council**  
**2017-2018 Fees and charges**



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Arts and Culture</b>				
<b>Events</b>				
Frankston Waterfront Festival - Market Stall 3m x 6m site	PER SITE	175.00	185.00	5.71%
Frankston Waterfront Festival - Beverage and Snack Stall 3m x 3m site	PER SITE	400.00	400.00	-
Frankston Waterfront Festival - Beverage and Snack Stall 3m x 6m site	PER SITE	600.00	600.00	-
Frankston Waterfront Festival - Licenced Beverage Stall 3m x 3m site	PER SITE	1,200.00	1,300.00	8.33%
Mayor's Picnic - Market Stall 3m x 6m Site	PER SITE	70.00	75.00	7.14%
Frankston's Christmas Festival of Lights - Food Stall 3m x 3m Site	PER SITE	550.00	575.00	4.55%
Frankston's Christmas Festival of Lights - Food Stall 6m x 3m Site	PER SITE	850.00	890.00	4.71%
Frankston's Christmas Festival of Lights - Food Stall 9m x 3m Site	PER SITE	1,000.00	1,050.00	5.00%
Frankston's Christmas Festival of Lights - Market Stall 3m x 3m	PER SITE	100.00	105.00	5.00%
Frankston's Christmas Festival of Lights - Market Stall 6m x 3m	PER SITE	175.00	185.00	5.71%
Frankston's Christmas Festival of Lights - Beverage and Snacks Stall 3m x 3m Site	PER SITE	400.00	400.00	-
Frankston's Christmas Festival of Lights - Beverage and Snacks Stall 3m x 6m Site	PER SITE	600.00	600.00	-
Commercial Events - Parks, Beaches and Reserves - per week	PER PERMIT	1,580.00	1,650.00	4.43%
Commercial Events - City Center - per day	PER PERMIT	1,055.00	1,100.00	4.27%
Commercial Events - City Center - per week	PER PERMIT	3,700.00	3,870.00	4.59%
Commercial Events - Parks, Beaches and Reserves - per day	PER PERMIT	790.00	830.00	5.06%
Commercial Events - Frankston Waterfront (grassed area) - per day	PER PERMIT	1,580.00	1,650.00	4.43%
Commercial Events - Frankston Waterfront (grassed area) - per week	PER PERMIT	5,275.00	5,515.00	4.55%
Mayor's Picnic - Market Stall 3m x 3m Site - Small Business	PER SITE	40.00	45.00	12.50%
Mayor's Picnic - Market Stall 3m x 3m Site - Large Business	PER SITE	200.00	210.00	5.00%
Circus (small 600 seats or under) - per week	PER PERMIT	300.00	1,500.00	400.00%
Party in the Park - Commercial Business 3m x 6m Site	PER SITE	200.00	210.00	5.00%
Party in the Park - Commercial Business 3m x 3m site	PER SITE	100.00	105.00	5.00%
Circus (small 600 seats or under) - per day	PER PERMIT	300.00	315.00	5.00%
Circus (large over 600 seats) - per week	PER PERMIT	2,500.00	2,650.00	6.00%
Circus (large over 600 seats) - per day	PER PERMIT	500.00	525.00	5.00%
Pets' Day Out - Food Stall 3m x 3m Site	PER SITE	245.00	260.00	6.12%
Pets' Day Out - Food Stall 3m x 6m Site	PER SITE	330.00	345.00	4.55%
Pets' Day Out - Market Stall 3m x 3m Site	PER SITE	130.00	135.00	3.85%
Pets' Day Out Food Stall 3m x 9m Site	PER SITE	440.00	460.00	4.55%
Pets' Day Out - Market Stall 3m x 6m Site	PER SITE	175.00	185.00	5.71%
Pets' Day Out - NFP Stall 3m x 3m Site	PER SITE	40.00	45.00	12.50%
Pets' Day Out - NFP Stall 3m x 6m Site	PER SLID	50.00	55.00	10.00%
Pets' Day Out - Beverage and Snack Stall 3m x 3m Site	PER SITE	200.00	210.00	5.00%
Pets' Day Out - Beverage and Snack Stall 3m x 6m Site	PER SITE	250.00	265.00	6.00%
Mayor's Picnic - Market Stall 3m x 6m Site - Small Business	PER SITE	-	70.00	new
Mayor's Picnic - Market Stall 3m x 6m Site - Large Business	PER SITE	-	250.00	new



**Frankston City Council**  
**2017-2018 Fees and charges**



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Events</b>				
Mayor's Picnic - Beverage and snack 3m x 3m	PER SITE	-	200.00	new
Administration fee - Filming, Photography, Circus, Commercial and Community Events	PER APPL	-	100.00	new
<b>Frankston Arts Centre Theatre and Cube 37 Hire</b>				
Fees Theatre Rental - Standard Theatre Rental	PER BOOK	2,420.00	2,535.00	4.75%
Fees Theatre Rental - Per hour	PER BKNG	220.00	230.00	4.55%
Fees - Additional Performance hours	PER BOOK	440.00	460.00	4.55%
Fees Recovery - Casual Labour Technical	PER BOOK	55.00	58.00	5.45%
Fees Recovery - Casual Labour FOH	PER BOOK	49.00	53.00	8.16%
Fees Recovery - Permanent Labour Technical	PER BOOK	55.00	58.00	5.45%
Fees Venue Hire - Main Studios Cube 37	PER DAY	260.00	275.00	5.77%
Fees Venue Hire - Labs Cube 37	PER HOUR	30.00	35.00	16.67%
Fees Venue Hire - Labs Cube 37	PER DAY	110.00	160.00	45.45%
Fees venue Hire - Cube 37 Gallery Exhibition	PER HIRE	700.00	750.00	7.14%
Fees Venue Hire - Main Studios Cube 37	PER HOUR	52.00	60.00	15.38%
<b>Frankston Arts Centre Carparking</b>				
Frankston Arts Centre Car Parking - Casual Hourly	PER HOUR	-	1.10	new
Frankston Arts Centre Car Parking - Casual Daily	PER DAY	-	5.50	new
Frankston Arts Centre Car Parking - Permanen: Quarterly (early birds in before 10am, out by 7pm)	PER QUARTER	-	292.50	new
Frankston Arts Centre Car Parking - Permanen: Yearly (early birds in before 10am, out by 7pm)	PER ANNUM	-	1,170.00	new
Frankston Arts Centre Car Parking - Permanen: Quarterly (24 hour access)	PER QUARTER	-	465.25	new
Frankston Arts Centre Car Parking - Permanen: Yearly (24 hour access)	PER ANNUM	-	1,861.00	new
<b>Library Services</b>				
A4 B&W	PER COPY	0.25	0.25	-
A4 Colour	PER COPY	1.20	1.20	-
A3 B&W	PER COPY	0.30	0.30	-
A3 Colour	PER COPY	2.30	2.40	4.35%
Replacement Membership Card	PER MBPM	4.25	4.50	5.88%
Replacement library items - average item cost	PER BOOK	27.00	28.00	3.70%
Overdue fees	PER BOOK	0.30	0.30	-
Debt Recovery	PER FINE	7.00	7.00	-
Lost items processing fees / charges for lost parts	PER ITEM	9.50	9.50	-
Community Groups Room Hire - One Hour	PER BKNG	30.00	30.00	-
Community Groups Room Hire - Half Day	PER BKNG	60.00	60.00	-
Corporate Groups Room Hire - Half Day	PER BKNG	140.00	145.00	3.57%
Bookclub Membership	PER MPY	90.00	95.00	5.56%
Bookclub Membership - Concession	PER MPY	60.00	65.00	8.33%
Community Groups Room Hire - Full Day	PER BKNG	-	90.00	new
Corporate Groups Room Hire - Full Day	PER BKNG	-	200.00	new

**Frankston City Council**  
**2017-2018 Fees and charges**



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Library Services</b>				
Inter-library loans - set national library charges	PER BOOK	16.50	16.50	-
Inter-library loans - Library fee	PER BOOK	2.65	2.75	3.77%
<b>Community Safety</b>				
<b>Health Services</b>				
Registration fee - Class 1A premises	PER PERMIT	1,350.00	1,360.00	0.74%
Registration fee - Class 1B premises	PER PERMIT	500.00	505.00	1.00%
Registration fee - Class 2A premises	PER PERMIT	650.00	650.00	-
Registration fee - Supermarkets	PER PERMIT	520.00	525.00	0.96%
Registration fee - Class 2B premises	PER PERMIT	400.00	405.00	1.25%
Registration fee - Class 3 premises	PER PERMIT	290.00	295.00	1.72%
Registration fee - Class 2C premises	PER PERMIT	150.00	150.00	-
Registration fee - Class 2 Large Scale Bakery	PER PERMIT	1,550.00	1,550.00	-
Registration fee - Health Act - Low Risk - One Off Set Up	PER PERMIT	240.00	245.00	2.08%
Registration fee - Health Act - Medium Risk	PER PERMIT	260.00	265.00	1.92%
Registration fee - Health Act - High Risk	PER PERMIT	280.00	285.00	1.79%
Registration fee - Prescribed Accommodation <20 beds	PER PERMIT	240.00	245.00	2.08%
Registration fee - Prescribed Accommodation 20- 40 beds	PER PERMIT	260.00	265.00	1.92%
Registration fee - Prescribed Accommodation >40 beds	PER PERMIT	280.00	285.00	1.79%
Registration fee - Rooming House - 3-5 rooms	PER PERMIT	500.00	550.00	10.00%
Registration fee - Rooming House - 6 rooms	PER PERMIT	600.00	650.00	8.33%
Registration fee - Rooming House - 7 rooms	PER PERMIT	700.00	750.00	7.14%
Registration fee - Rooming House - 8 rooms	PER PERMIT	800.00	850.00	6.25%
Registration fee - Rooming House - 9 rooms	PER PERMIT	900.00	950.00	5.56%
Registration fee - Rooming House - 10 rooms	PER PERMIT	1,000.00	1,050.00	5.00%
Registration fee - Rooming House - 11 rooms	PER PERMIT	1,100.00	1,150.00	4.55%
Food Act Plan Approval Fee - Standard	PER PERMIT	150.00	150.00	-
Food Act Plan Approval Fee - Community Group	PER PERMIT	70.00	70.00	-
Food Act Plan Approval Fee - Home Based Kitchen	PER PERMIT	100.00	100.00	-
Health Act Plan Approval Fee - Medium Risk	PER PERMIT	100.00	100.00	-
Health Act Plan Approval Fee - High Risk	PER PERMIT	150.00	150.00	-
Health Act Prescribed Accommodation Plan Approval <20 Beds	PER PERMIT	100.00	100.00	-
Health Act Prescribed Accommodation Plan Approval 20-40 Beds	PER PERMIT	150.00	150.00	-
Health Act Prescribed Accommodation Plan Approval >40 Beds	PER PERMIT	180.00	180.00	-
Food Act Transfer Registration Fee - Standard	PER PERMIT	250.00	300.00	20.00%
Health Act Transfer Registration Fee - Low Risk	PER PERMIT	100.00	100.00	-
Health Act Transfer Registration Fee - Medium Risk	PER PERMIT	150.00	150.00	-
Health Act Transfer Registration Fee - High Risk	PER PERMIT	200.00	200.00	-
Health Act Transfer Registration Fee - Rooming House	PER PERMIT	250.00	250.00	-
Health Act Transfer Registration Prescribed Accommodation Fee -<20 beds	PER PERMIT	150.00	150.00	-
Health Act Transfer Registration Prescribed Accommodation Fee - 20-40 beds	PER PERMIT	200.00	200.00	-



## Frankston City Council 2017-2018 Fees and charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Community Safety</b>				
<b>Health Services</b>				
Health Act Transfer Registration Prescribed Accommodation Fee ->40 beds	PER PERMIT	250.00	250.00	-
Food Act - Streatrader - Temporary Class 2	PER PERMIT	150.00	155.00	3.33%
Food Act - Streatrader - Temporary Class 3	PER PERMIT	105.00	110.00	4.76%
Food Act - Streatrader - Mobile Class 2	PER PERMIT	400.00	405.00	1.25%
Food Act - Streatrader - Mobile Class3	PER PERMIT	290.00	295.00	1.72%
Food Act - Streatrader - Ad Hoc Fee	PER PERMIT	2,470.00	2,500.00	1.21%
Septic Tank Permit Fee	PER PERMIT	410.00	420.00	2.44%
Health Transfer Express Service Fee	PER PERMIT	-	50.00	new
Food Transfer Express Service Fee	PER PERMIT	-	100.00	new
Food Act - Home Based Kitchen Fee - Class 2	PER PERMIT	-	340.00	new
Food Act - Home Based Kitchen Fee - Class 3	PER PERMIT	-	290.00	new
<b>Fire Safety</b>				
Burning off Permits - Residential	ANNUAL CHARGE	60.00	60.00	-
Burning off periods - Commercial	ANNUAL CHARGE	250.00	260.00	4.00%
Hazard Removal	PER APPL	150.00	150.00	-
<b>Compliance &amp; Enforcement Services</b>				
Pound Release Fee - dogs	PER ANIMAL	120.00	175.00	45.83%
Pound Release Fee - cats	PER ANIMAL	120.00	80.00	-33.33%
Pet Shop Registration	PER PERMIT	215.00	230.00	6.98%
Animal Registration Fees	PER ANIMAL	50.00	50.00	-
Animal Registration Fees - Concession	PER ANIMAL	25.00	25.00	-
Keast Park Horse Permit Fee	ANNUAL CHARGE	350.00	370.00	5.71%
Excess Animal Fee	PER PERMIT	100.00	110.00	10.00%
Restricted, Menacing and Dangerous Dogs	PER ANIMAL	250.00	300.00	20.00%
Outdoor Dining - Application Fee	PER APPL	100.00	110.00	10.00%
Outdoor Dining - Tables - Licensed	PER TABLE	80.00	85.00	6.25%
Outdoor Dining - Chairs - Licensed	PER CHAIR	40.00	42.00	5.00%
Outdoor Dining - Tables - Non Licensed	PER TABLE	62.00	65.00	4.84%
Outdoor Dining - Chairs - Non Licensed	PER CHAIR	32.00	35.00	9.38%
Advertising Signage - Application fee	PER APPL	150.00	160.00	6.67%
Advertising Signage - A frames Annual Fee	ANNUAL CHARGE	50.00	150.00	200.00%
Advertising Signage - Mobile A frames Annual Fee	ANNUAL CHARGE	500.00	550.00	10.00%
Impound Fee - A frame Signs	PER ITEM	200.00	210.00	5.00%
Display of Goods	ANNUAL CHARGE	310.00	330.00	6.45%
Containers on Roads	PER APPL	8,000.00	8,500.00	6.25%
Miscellaneous Vehicle Permit Fees	PER APPL	70.00	80.00	14.29%
Bulk Bins Annual Permit Fee	ANNUAL CHARGE	670.00	720.00	7.46%
Bulk Bins Weekly Permit Fee	PER WEEK	65.00	70.00	7.69%
Bulk Bins Roadway Casual Permit Fee	PER DAY	20.00	25.00	25.00%
Rec. Vehicle Application	PER APPL	70.00	75.00	7.14%
Rec. Vehicle Permit	PER PERMIT	70.00	75.00	7.14%

**Frankston City Council**  
**2017-2018 Fees and charges**



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Community Safety</b>				
<b>Compliance &amp; Enforcement Services</b>				
Heavy Duty Vehicle Application	PER APPL	100.00	110.00	10.00%
Busking Permit - 6 months - Adult - Concession	PER PERMIT	24.00	25.00	4.17%
Busking Permit - 6 months - Adult	PER PERMIT	58.00	55.00	-5.17%
Heavy Vehicle Permit - High Tonnage	PER PERMIT	500.00	550.00	10.00%
Pound Release Fee - Motor Vehicles	PER VEHICLE	350.00	370.00	5.71%
Daily Storage Fee - Seized Vehicles	PER VEHICLE	40.00	40.00	0.00%
Pound Release Fee - Motor Bikes	PER VEHICLE	800.00	850.00	6.25%
Pound Release Fee - Motor Bikes - 2nd Offence	PER VEHICLE	1,000.00	1,100.00	10.00%
Impound Fee - Motor Bikes	PER VEHICLE	-	250.00	new
Pound Release Fee - Trolleys & Miscellaneous	PER ITEM	55.00	60.00	9.09%
Impound Fee - Shopping Trolley	PER ITEM	20.00	40.00	100.00%
Sale of abandoned vehicles	ANNUAL CHARGE	215.00	225.00	4.65%
Service Request - Compliance	PER REQUEST	70.00	75.00	7.14%
Domestic Animal Boarding, Breeding & Training	PER PERMIT	215.00	230.00	6.98%
<b>Car Parking</b>				
Parking Fee hourly	PER HOUR	1.50	2.00	33.33%
Parking Fee daily	PER DAY	5.50	6.50	18.18%
Foreshore Parking Meters	PER HOUR	3.00	3.20	6.67%
Frankston House Car Parking (per Quarter)	PER PERMIT	330.00	345.00	4.55%
Private Parking Agreement Application Fee	PER PERMIT	-	200.00	new
<b>Building Services</b>				
Illegal Works Service Fee	PER APPL	500.00	500.00	-
Temporary Structure Siting Consent	PER ADMI	256.00	300.00	17.19%
Permit - Extension of time < \$50K	PER APPL	148.00	160.00	8.11%
Permit - Additional Inspections	PER APPL	148.00	295.00	99.32%
Lapsed Permit Inspections within FCC	PER APPL	281.00	295.00	4.98%
POPE Occupancy Permit - Place	PER APPL	447.00	550.00	23.04%
POPE Occupancy Permit - Building	PER APPL	680.00	980.00	44.12%
Permit - Residential - Minor Works - \$2,500 - \$5K	PER APPL	564.00	585.00	3.72%
Permit - Demolition - Residential Basic	PER APPL	564.00	590.00	4.61%
Permit - Demolition - Residential Complex	PER APPL	715.00	740.00	3.50%
Permit - Demolition - Commercial Basic	PER APPL	810.00	845.00	4.32%
Permit - Above ground & barrier (pools & spas)	PER APPL	383.00	400.00	4.44%
Permit - Below ground & barrier (pools & spas) < \$20K	PER APPL	805.00	820.00	1.86%
Permit - Below ground & barrier (pools & spas) > \$20K	PER APPL	1,072.00	1,120.00	4.48%
Permit - Barrier/fencing only (pools & spas)	PER APPL	368.00	390.00	5.98%
Permit - Residential - Major Works - \$15K - \$30K	PER APPL	947.00	990.00	4.54%
Permit - Residential - Major Works - \$30K - \$60K	PER APPL	1,281.00	1,340.00	4.61%
Permit - Residential - Major Works - \$60K - \$100K	PER APPL	1,503.00	1,570.00	4.46%
Permit - Residential - Major Works - \$100K - \$200K	PER APPL	1,893.00	1,680.00	-11.25%

**Frankston City Council**  
**2017-2018 Fees and charges**



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Community Safety</b>				
<b>Building Services</b>				
Permit - Residential - Major Works - \$200K - \$300K	PER APPL	2,450.00	2,570.00	4.90%
Permit - Residential - Major Works - \$300K - \$400K	PER APPL	3,173.00	3,320.00	4.63%
Permit - residential (1 - 10) - Multi building up to \$200K &	PERBUILD	1,288.00	1,300.00	0.93%
Permit - Commercial Project - up to \$15K	PER APPL	735.00	890.00	21.09%
Permit - Commercial Project - \$15K - \$30K	PER APPL	1,002.00	1,010.00	0.80%
Permit - Commercial Project - \$30K - \$60K	PER APPL	1,336.00	1,400.00	4.79%
Permit - Residential - Minor Works - \$5K - \$10K	PER APPL	668.00	810.00	21.26%
Permit - Residential - Minor Works - \$10K - \$15K	PER APPL	835.00	1,000.00	19.76%
Permit - Fences - Minor Works	PER APPL	334.00	390.00	16.77%
Permit - Commercial Project - \$60K - \$100K	PER APPL	1,670.00	1,750.00	4.79%
Permit - Commercial Project - \$100K - \$200K	PER APPL	2,226.00	2,300.00	3.32%
Permit - Commercial Project - \$200K - \$300K	PER APPL	2,783.00	2,900.00	4.20%
Permit - Commercial Project - \$300K - \$400K	PER APPL	3,673.00	3,800.00	3.46%
Permit - Extension of time > \$50K	PER APPL	557.00	590.00	5.92%
Lapsed Permit Inspections outside FCC	PER HOUR	368.00	160.00	-56.52%
Lodgement Fee (Administration)	PER APPL	38.00	38.30	0.79%
Provision of Information - Building Permits 326 (1)	PER APPL	108.00	51.20	-52.59%
Provision of Information - Building Permits 326 (1) - 24 hour	PER APPL	155.00	120.00	-22.58%
Provision of Information - Property 326 (2)	PER APPL	12.00	51.20	326.67%
Plan Search Fee	PER APPL	17.80	55.00	208.99%
Plan Copies - Residential	PER APPL	55.00	55.00	-
Building Regulation Siting Dispensations	PERCLAUS	255.00	257.00	0.78%
Permit - Residential - Minor Works < \$2,500	PER APPL	-	375.00	new
Permit - Commercial Project - \$400K - \$500K	PER APPL	-	4,200.00	new
Permit - Commercial Project > \$500K	PER HOUR	-	160.00	new
Precautions over street alignment (Reg 604)	PERCLAUS	-	257.00	new
Building over Street Alignment & other (Reg 513, 515 & 604)	PERCLAUS	-	257.00	new
Plan Copies - Commercial (up to 50 sheets)	PER APPL	-	100.00	new
Plan Copies - Commercial (over 50 sheets)	PER APPL	-	200.00	new
Request for Documentation (Permits etc)	PER APPL	-	55.00	new
Victoria Building Authority BC Levy (per \$1,000 of work in excess	PERBUILD	-	1.28	new
Building Lodgement Fees	PER PERMIT	-	38.30	new
Permit Residential 1-10 over \$400K (Per \$1 cost of works)	PERBUILD	-	0.01	new
Building Notice & Order Fee	PER APPL	-	500.00	new
<b>Operations</b>				
<b>Foreshore Reserve Maintenance</b>				
Boat Launching Fees - Resident	PER PERMIT	94.00	95.00	1.06%
Boat Launching Fees - Non resident	PER PERMIT	165.00	170.00	3.03%
Boat Launching Fees - Replacement permits	PER PERMIT	11.50	15.00	30.43%
Ticket Machines	PER DAY	14.00	15.00	7.14%
Boat Launching Fees - Resident Discounted 3 yr in Advance	PER APPL	220.00	230.00	4.55%

## Frankston City Council 2017-2018 Fees and charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Incl.)	Fee Increase %
<b>Operations</b>				
<b>Sporting Reserves</b>				
Sports Ground fees FCC Schools	PER HOUR	37.00	38.00	2.70%
Sports Ground fees Commercial Fees	PER HOUR	94.00	98.00	4.26%
Commercial Fitness Provider - Passive Open Space	PER HOUR	5.50	5.75	4.55%
Sports Ground Fees FCC Schools Half Day 9-12 / 12-3	PER BKNG	94.00	96.00	2.13%
Sports Ground Fees FCC Schools Full Day 9-3	PER BKNG	156.00	160.00	2.56%
Sports Ground Fees - Community Group outside FCC Half Day	PER HALF DAY	150.00	156.00	4.00%
Sports Ground Fees - Community Group outside FCC Full Day	PER DAY	250.00	255.00	2.00%
Sports Ground Fees -Commercial Half Day	PER HALF DAY	350.00	365.00	4.29%
Sports Ground Fees -Commercial Full Day	PER DAY	700.00	730.00	4.29%
<b>Centenary Park Golf Course</b>				
18 holes- Mid week	18 HOLES	26.00	27.00	3.85%
9 holes- Mid week	9 HOLES	21.00	22.00	4.76%
18 holes- Mid week Concession	18 HOLES	21.00	22.00	4.76%
9 holes- Mid week Concession	18 HOLES	17.00	18.00	5.88%
18 holes- Weekend	18 HOLES	32.00	33.00	3.13%
9 holes- Weekend	9 HOLES	23.00	24.00	4.35%
18 holes- Weekend Junior	18 HOLES	22.00	23.00	4.55%
9 holes- Weekend Junior	9 HOLES	19.00	20.00	5.26%
Off Peak - unlimited Golf	PER ADMI	16.00	17.00	6.25%
Season Tickets- Adult (play Saturday or Sunday)	SEASON TICKET	1,000.00	1,045.00	4.50%
Season Tickets- Pensioner (Weekdays)	SEASON TICKET	680.00	710.00	4.41%
Season Tickets- Junior/Student	SEASON TICKET	355.00	370.00	4.23%
Season Tickets - Senior Resident	SEASON TICKET	750.00	790.00	5.33%
<b>Planning and Environment</b>				
<b>Street Tree Removal</b>				
Local Law 22 Removal Application Fee - up to 3 trees	PER APPL	110.00	115.00	4.55%
Guidelines for street tree removal - small	PER APPL	980.00	1,024.00	4.49%
Guidelines for street tree removal - medium	PER APPL	1,760.00	1,830.00	3.98%
Guidelines for street tree removal - large	PER APPL	4,135.00	4,321.00	4.50%
Guidelines for street tree removal - indigenous self sown - small	PER APPL	1,625.00	1,590.00	-2.15%
Guidelines for street tree removal - indigenous self sown - medium	PER APPL	3,156.00	3,000.00	-4.94%
Guidelines for street tree removal - indigenous self sown - large	PER APPL	7,625.00	7,482.00	-1.88%
Local Law 22 Pruning Application Fee	PER APPL	-	65.00	new
Local Law 22 Works within TP2 Application Fee	PER APPL	-	65.00	new
Replanting Fee	PER SERV	-	300.00	new
Local Law 22 Removal Application Fee - additional trees	PER APPL	-	38.50	new
<b>Statutory Planning</b>				
Preparation of Section 173	PER REQUEST	820.00	860.00	4.88%



**Frankston City Council**  
**2017-2018 Fees and charges**



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Planning and Environment</b>				
<b>Statutory Planning</b>				
Request to end or vary an existing Section 173 Agreement	PER REQUEST	940.00	620.30	-34.01%
Development <\$10,000	PER APPL	102.00	188.20	84.51%
Single Dwelling \$10,000-\$100,000	PER APPL	239.00	592.50	147.91%
Single Dwelling \$100,001 - \$500,000	PER APPL	490.00	1,212.80	147.51%
Use Application & any other application not in regs	PER APPL	502.00	1,240.70	147.15%
Development <\$100,000	PER APPL	604.00	1,080.40	78.87%
Development \$100,001 - \$1,000,000	PER APPL	707.00	1,456.70	106.04%
Development \$1,000,001 - \$5,000,000	PER APPL	815.00	3,213.20	294.26%
Development \$5,000,001-\$15,000,000	PER APPL	1,153.00	8,189.80	610.30%
Development \$15,000,001-\$50,000,000	PER APPL	4,837.00	24,151.10	399.30%
Development >\$50,000,000	PER APPL	8,064.00	54,282.40	573.14%
Subdivision of an existing building	PER APPL	386.00	1,240.70	221.42%
Subdivision (two lots)	PER APPL	781.00	1,240.70	58.86%
Subdivision (boundary realignment)	PER APPL	249.00	1,240.70	398.27%
Subdivision - up to 100 lots	PER APPL	541.00	1,240.70	129.33%
Create vary or remove a restriction	PER APPL	404.00	1,240.70	207.10%
Certificate of Compliance	PER APPL	144.00	307.00	113.19%
Satisfaction Matters	PER APPL	102.00	307.00	200.98%
Secondary Consent	PER APPL	140.00	250.00	78.57%
Extension of Time	PER APPL	140.00	250.00	78.57%
Copy of Permit and Plans	PER REQU	140.00	140.00	-
Copy of Permit	PER REQU	30.00	30.00	-
Written Confirmation	PER APPL	75.00	115.00	53.33%
Per application	PER APPL	103.00	164.50	59.71%
Recertification fee	PER APPL	103.00	104.60	1.55%
Preparation of advert fee & sign	PER APPL	95.00	300.00	215.79%
Advertising up to 10 letters - no sign	PER APPL	6.00	100.00	1566.67%
plus sign	PER APPL	42.00	45.00	7.14%
A4 Sheets	PER COPY	1.70	1.70	-
A3 Sheets	PER COPY	1.70	1.70	-
A1 Sheets	PER COPY	12.00	12.00	-
A0 Sheets	PER COPY	16.50	16.50	-
Amendment of certified plan	PER APPL	-	132.40	new
Single Dwelling \$500,001 - \$1,000,000	PER APPL	-	1,310.40	new
VicSmart <\$10,000	PER APPL	-	188.20	new
VicSmart >\$10,001	PER APPL	-	404.30	new
VicSmart - To subdivide land	PER APPL	-	188.30	new
<b>Strategic Planning</b>				
Planning Scheme Amendment Stage 1	PER APPL	-	2,871.00	new
Planning Scheme Amendment Stage 2 a) i.	PER ACT	-	14,232.00	new

**Frankston City Council**  
**2017-2018 Fees and charges**



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Planning and Environment Strategic Planning</b>				
Planning Scheme Amendment Stage 2 a) ii.	PER ACT	-	28,437.60	new
Planning Scheme Amendment Stage 2 a) iii.	PER ACT	-	38,014.40	new
Planning Scheme Amendment Stage 3	PER APPL	-	453.10	new
Regulation 8 fee	PER APPL	-	906.10	new
Regulation 7 fee	PER APPL	-	3,763.00	new

<b>Infrastructure Infrastructure Developments</b>				
Drainage Tappings (Roads & Easements)	PER APPL	210.00	220.00	4.76%
Flood Plain Building Approval	PER APPL	130.00	135.00	3.85%
Fees -Building Over Easements	PER APPL	80.00	85.00	6.25%
Fees & Fines Asset Protection	PER APPL	200.00	200.00	0.00%
RMA Fees - VC, Naturestrips, Road Openings	PER APPL	140.00	140.00	0.00%
Asset Protection Permit	PER APPL	205.00	215.00	4.88%
Legal Point Of Discharge	PER APPL	62.55	62.55	-
Occupation of Council Land Fees - within FMAC (per metre)	PER APPL	-	6.00	new
Occupation of Council Land Fees - outside FMAC (per metre)	PER APPL	-	4.00	new

<b>Public &amp; Community Halls</b>				
Mechanics - Main Hall Community Rate	PER HOUR	36.00	38.00	5.56%
Mechanics - Main Hall Commercial Rate	PER HOUR	53.00	55.00	3.77%
Mechanics - Main Hall Block Hire - Community 3.00pm - 12.00am	PER BKNG	340.00	355.00	4.41%
Mechanics - Meeting Room Commercial Rate Casual	PER HOUR	39.00	40.00	2.56%
Mechanics - Meeting Room Community Rate Casual	PER HOUR	27.00	28.00	3.70%
Bruce Park - Hourly Hire Casual Retail/Commercial	PER HOUR	42.00	44.00	4.76%
Bruce Park - Hourly Hire Casual Community	PER HOUR	30.00	31.00	3.33%
Bruce Park - Hourly Hire Permanent Community	PER HOUR	19.00	20.00	5.26%
Bruce Park - Block Hire 3.00pm - 12.00am	PER BOOK	280.00	290.00	3.57%
Bruce Park - Hourly Hire Permanent Retail/Commercial	PER HOUR	28.00	29.00	3.57%
Bruce Park - Senior Rate	PER HOUR	6.00	6.50	8.33%
Seaford Hall - Hourly Hire Casual Retail/Commercial	PER HOUR	52.00	55.00	5.77%
Seaford Hall - Hourly Hire Casual Community	PER HOUR	36.00	38.00	5.56%
Seaford Hall - Hourly Hire Permanent Community	PER HOUR	23.00	24.00	4.35%
Seaford Hall - Block hire 3.00pm - 1.00am	PER BOOK	340.00	355.00	4.41%
Seaford Hall - Meeting Room Hourly hire Casual Community	PER HOUR	30.00	28.00	-6.67%
Seaford Hall - Meeting Room Hourly hire Permanent Retail/Commercial	PER HOUR	28.00	26.00	-7.14%
Seaford Hall - Meeting Room Hourly hire Permanent	PER HOUR	19.00	20.00	5.26%
Seaford Hall - Hall Hourly hire Permanent Retail/Commercial	PER HOUR	34.00	35.00	2.94%
Seaford Hall - Meeting Room Hourly hire Casual	PER HOUR	42.00	40.00	-4.76%
Seaford Hall - Senior rates	PER HOUR	7.50	8.00	6.67%
Leawarra House - Permanent Community	PER HOUR	19.00	20.00	5.26%
Leawarra House - Casual Community	PER HOUR	27.00	28.00	3.70%

**Frankston City Council**  
**2017-2018 Fees and charges**



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Public &amp; Community Halls</b>				
Leawarra House - Permanent Retail/Commercial	PER HOUR	28.00	29.00	3.57%
Talbot Hall - Permanent Community	PER HOUR	18.00	19.00	5.56%
Leawarra House - Casual Retail/Commercial	PER HOUR	42.00	44.00	4.76%
Talbot Hall - Casual Community	PER HOUR	27.00	28.00	3.70%
Talbot Hall - Permanent Retail/Commercial	PER HOUR	26.00	27.00	3.85%
Talbot Hall - Casual Retail/Commercial	PER HOUR	40.00	42.00	5.00%
Dame Elizabeth Murdoch Arboretum prior to 5pm Saturdays	PER HOUR	21.00	22.00	4.76%
Dame Elizabeth Murdoch Arboretum after 5pm Saturdays	PER HOUR	42.00	44.00	4.76%
Talbot Hall - Liquor Surcharge	PER BKNG	65.00	68.00	4.62%
Leawarra House - Liquor Surcharge	PER BKNG	65.00	68.00	4.62%
Cleaning surcharge - Public holiday	PER BKNG	30.00	32.00	6.67%
Rubbish Removal Charge (Penalty after Hire - Minor)	PER BKNG	50.00	52.00	4.00%
Rubbish Removal Charge (Penalty after Hire - Major)	PER BKNG	150.00	157.00	4.67%
Langwarrin Hall - Hourly hire Permanent Community	PER HOUR	18.00	19.00	5.56%
Langwarrin Hall - Hourly hire Retail/Commercial - Casual	PER HOUR	40.00	42.00	5.00%
Langwarrin Hall - Block hire 3.00pm - 1.00am	PER BOOK	260.00	280.00	7.69%
Langwarrin Hall - Hourly Hire Casual Community	PER HOUR	27.00	28.00	3.70%
Langwarrin Hall - Hourly hire Retail/Commercial - Permanent	PER HOUR	25.00	26.00	4.00%
Langwarrin Hall - Liquor surcharge	PER BKNG	65.00	68.00	4.62%
Bruce Park Hall - Liquor surcharge	PER BKNG	65.00	68.00	4.62%
Seaford Hall - Liquor surcharge	PER BKNG	83.00	83.00	-
Seaford Meeting Room - Liquor surcharge	PER BKNG	83.00	83.00	-
Mechanics - Main Hall - Liquor Surcharge	PER BKNG	105.50	110.00	4.27%
Mechanics - Meeting Room - Liquor Surcharge	PER BKNG	105.50	110.00	4.27%
Leawarra House - Senior Rate	PER HOUR	5.80	6.50	12.07%
Talbot Hall - Senior Rate	PER HOUR	5.80	6.50	12.07%
Mechanics - Main Hall Block Hire - Commercial 3.00pm - 12.00am	PER BKNG	633.00	633.00	-
Mechanics - Main Hall Weekend Hire - Commercial (3.00pm Friday to 5.00pm Sunday)	PER BKNG	2,110.00	2,110.00	-
Mechanics - Main Hall Weekend Hire - Community (3.00pm Friday to 5.00pm Sunday)	PER BKNG	1,477.00	1,477.00	-
Seaford Meeting Room - Senior Rates	PER HOUR	7.50	8.00	6.67%
Robinsons Road Hall - Hourly Hire Casual Community	PER HOUR	-	28.00	new
Robinsons Road Hall - Hourly Hire Casual Commercial	PER HOUR	-	38.00	new
Robinsons Road Hall - Hourly Hire Permanent Community	PER HOUR	-	19.00	new
Robinsons Road Hall - Hourly Hire Permanent Commercial	PER HOUR	-	26.00	new
Robinsons Road Hall - Block Hire 3.00pm - 12.00am	PER BKNG	-	250.00	new
Robinsons Road Hall - Liquor surcharge	PER BKNG	-	68.00	new
Hall Weekend Surcharge - Casual Hire	PER BKNG	-	44.00	new
<b>Frankston Regional Recycling &amp; Recovery Centre</b>				
Hard Waste per cubic metre Resident	PER ITEM	65.00	70.00	7.69%
Hard Waste per cubic metre Non Resident	PER ITEM	75.00	80.00	6.67%



**Frankston City Council**  
**2017-2018 Fees and charges**



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-2017 Fee (GST Incl.)	Proposed 2017-2018 Fee (GST Inc.)	Fee Increase %
<b>Frankston Regional Recycling &amp; Recovery Centre</b>				
Soil/Concrete/Bricks per cubic metre	PER ITEM	50.00	60.00	20.00%
Green Waste per cubic metre	PER ITEM	35.00	35.00	-
Tyres Car	PER ITEM	9.00	9.00	-
Tyres Car with rim	PER ITEM	15.00	15.00	-
Tyre Light Truck	PER ITEM	15.00	15.00	-
Tyre Light Truck with rim	PER ITEM	20.00	20.00	-
Tyre Large Truck	PER ITEM	25.00	25.00	-
Tractor	PER ITEM	100.00	100.00	-
Motor Oil per litre Non Resident	PER ITEM	0.50	0.50	-
Christmas Tree	PER ITEM	5.00	5.00	-
Mattresses	PER ITEM	25.00	25.00	-
<b>Financial Services</b>				
<b>Rates &amp; Valuations</b>				
Land Information Certificate (standard 5 days)	PER CERT	24.80	24.80	-
Urgent Land Information Certificate (24 hours)	PER CERT	75.00	75.00	-
Supps SRO - NRFSL	PER ACT	26.94	27.00	0.22%
Supps SEW	PER ACT	18.00	18.00	0.00%
Supps SRO - RFSL	PER ACT	13.47	13.50	0.22%
Dishonour Fee	PER ACT	35.00	35.00	-
<b>Governance</b>				
Freedom of Information Application Fee	PER APPL	27.20	28.40	4.41%
Freedom of Information Search Fee	PER HOUR	20.40	21.30	4.41%
Freedom of Information Inspection Fee	PER HOUR	20.40	21.30	4.41%
A4 Copy - Black & White	PER COPY	0.20	0.20	-
A3 Copy - Black & White	PER COPY	0.40	0.40	-
A4 Copy - Colour	PER COPY	-	0.40	new
A3 Copy - Colour	PER COPY	-	0.80	new



## 2017-2018 Annual Budget

### Appendix B Budget processes

## Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2017-2018 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with Officers preparing the operating and capital components of the annual budget during January and February. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during March and April.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised over-page:

Budget process	Timing
1. Officers update Council's long term financial projections	Nov/Dec
2. Minister of Local Government announces maximum rate increase	Dec
3. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
4. Officers prepare operating and capital budgets	Jan/Feb
5. Councillors consider draft budgets at informal briefings	Feb/Mar
6. Proposed budget submitted to Council for approval to advertise	April
7. Public notice advising intention to adopt budget	April
8. Budget available for public inspection and comment	April
9. Public submission process undertaken	April/May
10. Submissions period closes (28 days)	May
11. Submissions considered by Council/Committee	May
12. Budget and submissions presented to Council for adoption	May
13. Copy of adopted budget submitted to the Minister	Jun
14. Revised budget where a material change has arisen	Sep-Jun



## 2017-2018 Annual Budget

### Appendix C Detailed capital works projects

This appendix presents a listing of the capital works projects that will be undertaken for the 2017-2018 year.

The capital works projects are grouped by type include the following:

- Facilities
- Parks and leisure
- Plant, equipment, furniture and artwork
- Stormwater management
- Transportation
- Waste management

## 2017-2018 Capital works program



Project Code	Project Name	2017-2018 Budget Allocation	Rates Funded	Other Funding Source
<b>Bridges</b>				
<b>Pedestrian</b>				
3099	Annual Bridge & Pedestrian Structures Renewal Program (Level 2 Recommendations)	200,000	200,000	-
3682	Major Bridge Renewal Program	250,000	250,000	-
3682	Design & Scoping for Bridges & Pedestrian Structures Renewal Program	25,000	25,000	-
2811	Frankston Foreshore - Landmark Bridge - Cathodic Protection	150,000	150,000	-
3723	Bridge Guard/Barrier Rail Compliance	150,000	150,000	-
3969	Bridge and Pedestrian Structures - Compliance and Safety Upgrades	150,000	150,000	-
		<b>925,000</b>	<b>925,000</b>	-
<b>Bridges Total</b>		<b>925,000</b>	<b>925,000</b>	-
<b>Facilities</b>				
<b>Arts &amp; Library Precinct</b>				
3705	Arts and Library Facilities Renewal Program	500,000	500,000	-
3999	Cube 37 Renewal Works	50,000	50,000	-
1446	Frankston Arts Centre - Technical Equipment Upgrade	140,000	140,000	-
3807	Arts & Libraries Compliance Program	30,000	30,000	-
AC3	Frankston Arts Centre - Lounge	300,000	300,000	-
1469	Library Collection	700,000	700,000	-
		<b>1,720,000</b>	<b>1,720,000</b>	-
<b>Aquatic Services</b>				
AQ1	Bird netting for roof protection of PARC	40,000	40,000	-
AQ2	Increase pool deck lighting to improve functionality of Pines Forest aquatic centre	8,000	8,000	-
AQ3	Install sump pump in basement at PARC to avoid flooding	8,000	8,000	-
new	Pines Aquatic Centre Renewal Works	240,000	240,000	-
new	Peninsula Aquatic Recreation Centre Renewal Program	111,000	111,000	-
		<b>407,000</b>	<b>407,000</b>	-
<b>Community</b>				
2641	Communities Facilities Renewal Program	220,000	220,000	-
CF1	Seaford Community Centre - Upgrade and Expansion	50,000	50,000	-
CF4	Ebdale Hub - New Air-conditioning Units	12,000	12,000	-
CF5	Frankston South Community and Recreation Centre - New Training Café	290,000	290,000	-
New	Belvedere Community Centre	80,000	80,000	-
New	Lyrebird Community Centre	60,000	60,000	-
New	Langwarrin Community Centre	30,000	30,000	-
New	Karingal Place	60,000	60,000	-
New	Karingal Place	50,000	50,000	-
New	Community Support Frankston	65,000	65,000	-
LL2	New Integrated Facility for Langwarrin and Langwarrin South (including Library)	35,000	35,000	-
		<b>952,000</b>	<b>952,000</b>	-

## 2017-2018 Capital works program



Project Code	Project Name	2017-2018 Budget Allocation	Rates Funded	Other Funding Source
<b>Facilities</b>				
<b>Family, Youth &amp; Senior Citizens</b>				
3766	Family Support & Aged Services Facilities Renewal Program	1,000,000	1,000,000	-
FY1	Langwarrin Child & Family Centre	100,000	100,000	-
FY2	Seaford Child & Family Centre	100,000	100,000	-
FY4	Montague Park Kindergarten - Verandah and Decking	100,000	65,000	35,000
		<b>1,300,000</b>	<b>1,265,000</b>	<b>35,000</b>
<b>Municipal</b>				
3532	Civic & Operations Facilities Renewal Program	1,000,000	1,000,000	-
New	Civic Centre Server Room Air Conditioning Renewal	70,000	70,000	-
New	Facility Maintenance Contract Renewal Program	250,000	250,000	-
New	Facilities Painting Renewal Programme	430,000	430,000	-
New	Commercial Services Renewal Programme	500,000	500,000	-
PT1	Beauty Park Toilets	250,000	250,000	-
PT2	Foreshore Toilet Nepean Highway (opposite Caltex Service Station)	350,000	350,000	-
		<b>2,850,000</b>	<b>2,850,000</b>	<b>-</b>
<b>Recreation</b>				
1237	Structured Recreation Pavilions Renewal Program	1,030,000	1,030,000	-
SR1	Kananook Reserve (Basketball)	8,133,149	2,536,774	5,596,375
SR2	Centenary Park Sporting Complex	300,000	300,000	-
SR3	Ballam Park East Pavilion	1,764,046	1,464,046	300,000
SR4	Carrum Downs Pavilion	2,379,967	1,015,467	1,364,500
SR5	Overport Park Pavilion	250,000	150,000	100,000
SR6	Ballam Park Soccer Pavilion	450,000	50,000	400,000
SR11	Jubilee Netball Centre	120,000	20,000	100,000
SR15	Seaford North Reserve - Change Rooms	500,000	200,000	300,000
SR16	RF Miles - Change Rooms	350,000	50,000	300,000
		<b>15,277,162</b>	<b>6,816,287</b>	<b>8,460,875</b>
<b>Facilities Total</b>		<b>22,506,162</b>	<b>14,010,287</b>	<b>8,495,875</b>
<b>Parks &amp; Leisure</b>				
<b>Foreshore</b>				
3771	Erosion Control Fence Renewal - Seaford Wetlands & Frankston/ Seaford Foreshore	150,000	150,000	-
3625	Foreshore Pedetrian Trails and Beach Entances Renewal Program	50,000	50,000	-
3687	Foreshore Minor Infrastructure Renewal Program	100,000	100,000	-
		<b>300,000</b>	<b>300,000</b>	<b>-</b>



## 2017-2018 Capital works program



Project Code	Project Name	2017-2018 Budget Allocation	Rates Funded	Other Funding Source
<b>Parks &amp; Leisure cont</b>				
<b>Park Management</b>				
3030	Open Space Renewal Program	200,000	200,000	-
3768	Various Reserves - Signage	50,000	50,000	-
3813	Renewal of Banner Poles	65,000	65,000	-
3421	Fencing Replacement Program - Boundary Fences - Council Reserves	150,000	150,000	-
		<b>465,000</b>	<b>465,000</b>	-
<b>Passive Reserves</b>				
3587	Playground Strategy Implementation - Renewal of Playgrounds in Local, Regional & District Parks	1,010,000	1,010,000	-
1286	BBQ Replacement Program - Major Parks	40,000	40,000	-
3577	Garden Bed - Retaining Walls	45,000	45,000	-
3585	Playground Undersurfacing Renewal Program	40,000	40,000	-
3584	Playground Improvements/Demolition	50,000	50,000	-
1299	Risk Management Works within Council Reserves	50,000	50,000	-
OS1	Ballam Park Master Plan Implementation	50,000	50,000	-
OS3	Jubilee Park Master Plan Implementation	400,000	50,000	350,000
OS4	Off Leash Dog Area	40,000	40,000	-
OS5	Breakwater at Olivers Hill	500,000		500,000
PP1	Yamala Reserve - New Local Playground Installation	10,000	10,000	-
PP2	Wisewould Reserve - New Local Playground Installation	10,000	10,000	-
PP3	Flame Robin Reserve - New Local Playground Installation	10,000	10,000	-
PP5	Clifton Grove/Pagett Road Reserve Playground	53,000	53,000	-
		<b>2,308,000</b>	<b>1,458,000</b>	<b>850,000</b>
<b>Sporting Infrastructure</b>				
New	Sports Lighting Renewal Program	750,000	650,000	100,000
3592	Sporting Ground - Pitch Cover Renewal	15,000	15,000	-
3593	Sporting Ground - Goal Post Replacement Program	30,000	30,000	-
3666	Renewal of Irrigation Systems at Council Reserves	200,000	200,000	-
3305	Fence Replacement Program - Internal Fences at Council Reserves	150,000	150,000	-
3588	Sporting Ground - Surface Renewal	775,000	775,000	-
3777	Cricket Net Replacement Program	450,000	350,000	100,000
SR8	Lloyd Park	200,000	100,000	100,000
SR9	Overport Park	400,000		400,000
SR10	Carrum Downs Recreation Reserve	100,000	100,000	-
SR12	Lawton Reserve Car Park	20,000	20,000	-
SR13	Centenary Park Golf Course - Masterplan Implementation	150,000	150,000	-
SR14	McClelland Reserve - Construction of Car Park	950,000	950,000	-
		<b>4,190,000</b>	<b>3,490,000</b>	<b>700,000</b>
<b>Parks &amp; Leisure Total</b>		<b>7,263,000</b>	<b>5,713,000</b>	<b>1,550,000</b>

## 2017-2018 Capital works program



Project Code	Project Name	2017-2018 Budget Allocation	Rates Funded	Other Funding Source
<b>Plant, Equipment, Furniture and Artwork</b>				
<b>Artworks</b>				
PA1	Laneway Activation	125,000	125,000	-
3803	Public Artworks Renewal Program	25,000	25,000	-
PA3	Public Sculptures	136,716	130,000	6,716
		<b>286,716</b>	<b>280,000</b>	<b>6,716</b>
<b>IT Assets</b>				
1590	Annual File Server Replacement Program	50,000	50,000	-
1294	Annual PC Renewal	360,000	360,000	-
2797	Network & Comms Infrastructure Renewal	20,000	20,000	-
New	Microwave Network Renewal	80,000	80,000	-
New	ReM renewal and health check	18,000	18,000	-
New	Shoretel VOIP Renewal	15,000	15,000	-
3693	GIS Software Renewal	16,000	16,000	-
1309	GIS - Aerial Photography Update	30,000	30,000	-
New	Digitise local history audio and audio visual	12,000	12,000	-
New	Spydus Software Replacement	185,000	185,000	-
New	Library Lending tablet renewal	11,000	11,000	-
New	Pathway Maintenance	40,000	40,000	-
New	Frankston Asset Management Information System (FAMIS)	175,000	175,000	-
New	Web Maintenance	130,000	130,000	-
New	TechnologyOne CIAnywhere Renewal	110,000	110,000	-
New	ReM Image Management Solution	76,000	76,000	-
New	Data Management Plan Actions	30,000	30,000	-
IS1	Contract Management System	200,000	200,000	-
IS7	FAC Point of Sale system	67,716	67,716	-
IS12	Additional hardware for Frankston South Community Recreation Centre and Ebdale	11,500	11,500	-
IS13	Mahogany Rise - 2 iPads	1,500	1,500	-
IS15	Digital Arts & Culture Tours	55,000	55,000	-
IS17	Fleet Management module and tablets	32,960	32,960	-
		<b>1,726,676</b>	<b>1,726,676</b>	-
<b>Plant and Equipment</b>				
1304	Plant & Equipment Replacement	1,242,000	1,011,000	231,000
1234	Light vehicles Replacement	1,200,000	400,000	800,000
3959	Minor Plant & Equipment Replacement	40,000	35,000	5,000
3087	Litter Bin Replacement Program - Throughout Municipality	25,000	25,000	-
New	Furniture Renewal at Bruce Park Hall	30,000	30,000	-
1288	Office Furniture & Equipment - OG	50,000	50,000	-
PF1	Centenary Park Golf Course - Fuel Tank Upgrade	30,000	30,000	-
PF2	Installation of CCTV cameras	174,650	-	174,650
		<b>2,791,650</b>	<b>1,581,000</b>	<b>1,210,650</b>
<b>Plant, Equipment, Furniture and Artwork Total</b>		<b>4,805,042</b>	<b>3,587,676</b>	<b>1,217,366</b>

## 2017-2018 Capital works program



Project Code	Project Name	2017-2018 Budget Allocation	Rates Funded	Other Funding Source
<b>Stormwater Management</b>				
<b>Drainage</b>				
new	Drainage Renewal Works in Council Reserves	200,000	200,000	-
3971	Drainage pipes & pits renewal/upgrade - Aged-based asset condition evaluation & replacement	200,000	200,000	-
3458	Easement Drainage Pit Alterations	150,000	150,000	-
SW1	Minor Drainage Works	250,000	250,000	-
SW2	Rosedale Grove - Stormwater Pit Installation	66,000	66,000	-
		<b>866,000</b>	<b>866,000</b>	-
<b>Stormwater Management Total</b>		<b>866,000</b>	<b>866,000</b>	-
<b>Sustainability Initiatives</b>				
<b>Sustainability Initiatives</b>				
SI1	Solar PV: Frankston Basketball Stadium (Frankston District Basketball Association)	129,739	129,739	-
SI2	Solar PV: Baxter Park Football Pavilion (Frankston Bombers Football/Netball Club and Baxter Cricket Club), Baxter Park	14,989	4,964	10,025
SI3	Solar PV: Eric Bell Pavilion and Social Rooms (Pines Football, Netball Club and Cricket Club, Frankston Tiger Sharks), Eric	32,423	17,423	15,000
SI4	Solar PV: Kananook Tennis Club	6,327	2,217	4,110
SI5	Solar PV: Langwarrin Tennis Clubhouse, Lloyd Park	14,989	4,714	10,275
SI6	Solar PV: Skye Cricket and Soccer Pavilion (Skye United Football Club and Skye Cricket Club), Skye Recreation Reserve	14,989	14,989	-
SI7	Solar PV: Jubilee Park Indoor Netball Stadium, Jubilee Park	69,214	69,214	-
SI8	Solar PV: Duncan Proudfoot Athletics Pavilion (Ballam Park Athletic Committee), Ballam Park Recreational Reserve	21,177	21,177	-
SI9	Solar PV: Frankston Life Saving Club (provide power for public toilets and lift)	48,739	48,739	-
SI10	Solar PV: Belvedere Cricket/Football Pavilion (Seaford Junior Football Club, Seaford Tigers Cricket Club), Belvedere Reserve	21,514	17,404	4,110
SI11	Solar PV: Frankston East Tennis Club, Centenary Park	9,710	3,245	6,465
SI21	Install recommendations from the Frankston City Reserves Irrigation Study	50,000	50,000	-
		<b>433,810</b>	<b>383,825</b>	<b>49,985</b>
<b>Sustainability Initiatives Total</b>		<b>433,810</b>	<b>383,825</b>	<b>49,985</b>
<b>Transportation</b>				
<b>Bicycle Facilities</b>				
3563	Bicycle Path Safety Upgrades	40,000	40,000	-
3440	Bicycle Chicane Upgrades	30,000	30,000	-
BF1	Frankston-Dandenong Road	50,000	50,000	-
BF2	Frankston-Flinders Road	20,000	20,000	-
BF3	Ballarto Road	50,000	50,000	-
		<b>190,000</b>	<b>190,000</b>	-
<b>Parking Areas</b>				
3328	Carpark Renewal Program	200,000	200,000	-
		<b>200,000</b>	<b>200,000</b>	-

**2017-2018 Capital works program**



Project Code	Project Name	2017-2018 Budget Allocation	Rates Funded	Other Funding Source
<b>Transportation</b>				
<b>Pathways</b>				
2812	Footpath Renewal Program	1,200,000	1,200,000	-
new	Shared Path Renewals	100,000	100,000	-
3958	Pathway Renewal - Council Reserves	100,000	100,000	-
3687	CAA Streetscape - Footpath / Pedestrian Renewal Works	100,000	100,000	-
3562	Crossings Program	60,000	60,000	-
P1	Centre Road	20,000	20,000	-
P2	Ballarto Road (south side)	22,000	22,000	-
P3	Robinsons Road	66,000	66,000	-
P4	Nepean Highway (east side)	44,588	44,588	-
P5	Ballarto Road (south side)	15,000	15,000	-
P6	McCormicks Road	20,000	20,000	-
P7	Ballarto Road	30,000	30,000	-
P9	Seaview Road	220,000	220,000	-
P18	Golf Links Road (P)	10,000	10,000	-
3101	City Wide Pathway and Cycle Way Plan Development - McClelland Drive Shared Path	50,000	-	50,000
CF3	Frankston South Community and Recreation Centre - New Footpath	20,000	20,000	-
		<b>2,077,588</b>	<b>2,027,588</b>	<b>50,000</b>
<b>Roadway</b>				
2657	Road Renewal Program	3,000,000	3,000,000	-
4007	Warrandyte Road Widening & Reconstruction (North) - Robinsons Road to 400 Warrandyte Road	1,640,000	610,000	1,030,000
New	Hastings Road Service Lane	50,000	50,000	-
New	Hall Road (E/B) Road Reconstruction - Frankston-Dandenong Rd to Lyrebird Dr	400,000	400,000	-
New	Hall Road - Road Overlay - Lyrebird Dr to McCormicks Rd	200,000	200,000	-
New	Skye Road Rehabilitation	50,000	50,000	-
3344	Traffic Management Devices - Renewal Programme	25,000	25,000	-
4010	On-Street Retaining Wall Renewal Program	40,000	40,000	-
3565	Kerb Renewal Program	415,000	415,000	-
New	Street Lighting Renewal Program	20,000	20,000	-
New	Barrier & Guard Rail Renewal Programme	100,000	100,000	-
RB2	Special Charge Scheme - Cranhaven Road, Langwarrin (Warrandyte Road to Lapwing Court)	352,000	124,000	228,000
RB3	Special Charge Scheme - Newton Avenue and Weeroona Road, Langwarrin South	2,188,000	531,000	1,657,000
RB4	Road Reconstruction Taylors Road - Ballarto Rd to Hall Rd	20,000	20,000	-
RB5	Valley Road	710,000	710,000	-
TM1	Street Lighting Upgrades	40,000	40,000	-
TM2	Minor Traffic Treatments - Various Locations	75,000	75,000	-
TM3	Minor Traffic Treatments - Armstrongs Road	30,000	30,000	-
TM4	Minor Traffic Treatments - Galway Street	29,770	29,770	-

## 2017-2018 Capital works program



Project Code	Project Name	2017-2018 Budget Allocation	Rates Funded	Other Funding Source
<b>Transportation</b>				
<b>Roadway</b>				
TM5	LATM - Woodlands Precinct	800,000	800,000	-
TM6	Minor Traffic Treatments - Silver Avenue	30,000	30,000	-
TM7	Minor Traffic Treatments - Cadles Road South	40,000	40,000	-
TM8	McCormicks Road Pedestrian Crossing	44,000	44,000	-
		<b>10,298,770</b>	<b>7,383,770</b>	<b>2,915,000</b>
<b>Urban Revitalisation</b>				
CAA1	Station Street Mall Upgrade (Stage 1 - west of Clyde Street) -	960,000	480,000	480,000
CAA3	Nepean Highway Boulevard Stage 1 - Detail Documentation	700,000		700,000
CAA4	Shannon Mall Upgrade - Tender and Construction	50,000	50,000	-
CAA6	Clyde St Mall Upgrade	110,000	110,000	-
S1	Neighbourhood Streetscape - Josephine St, Langwarrin	200,000	200,000	-
S3	Neighbourhood Streetscape - Beach Street (Central),	20,000	20,000	-
S17	Neighbourhood Streetscape - Beach Street (East), Frankston	20,000	20,000	-
UR1	Bulk Street Tree Planting - Boulevards and Reserves	200,000	200,000	-
		<b>2,260,000</b>	<b>1,080,000</b>	<b>4,095,000</b>
<b>Total Transportation</b>		<b>15,026,358</b>	<b>10,881,358</b>	<b>7,060,000</b>
<b>Waste Management</b>				
3579	Frankston Tip Risk Management Strategy Implementation	100,000	100,000	-
		<b>100,000</b>	<b>100,000</b>	<b>-</b>
<b>Waste Management</b>		<b>100,000</b>	<b>100,000</b>	<b>-</b>
<b>Total 2017/18 Capital Works Program</b>		<b>51,925,372</b>	<b>36,467,146</b>	<b>18,373,226</b>



**FRANKSTON CITY  
COUNCIL**

30 Davey Street  
Frankston VIC 3199  
Australia

PO Box 490  
Frankston VIC 3199

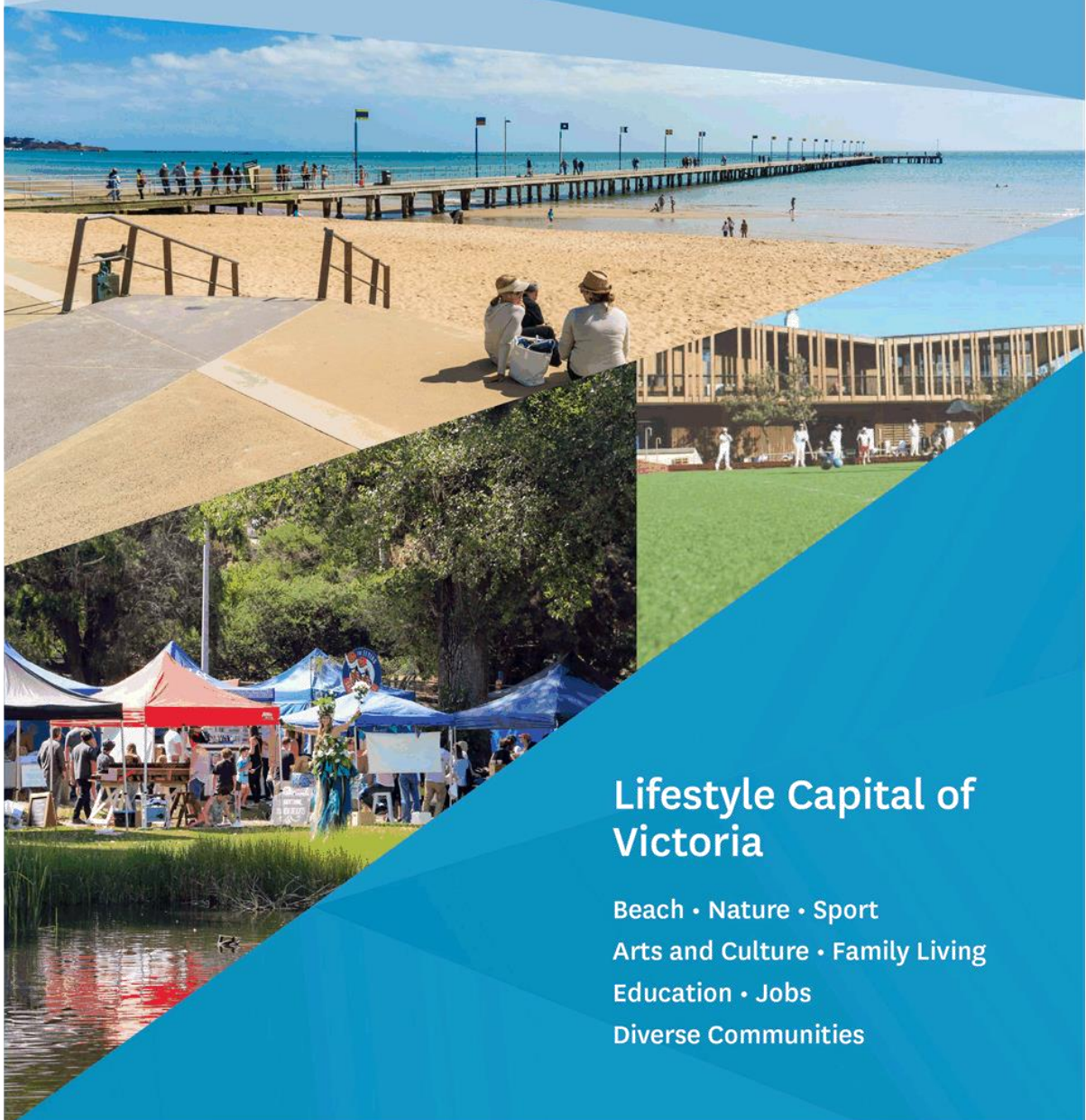
**Phone** 1300 322 322  
**frankston.vic.gov.au**



# Frankston City Council Proposed Council Plan 2017 – 2021



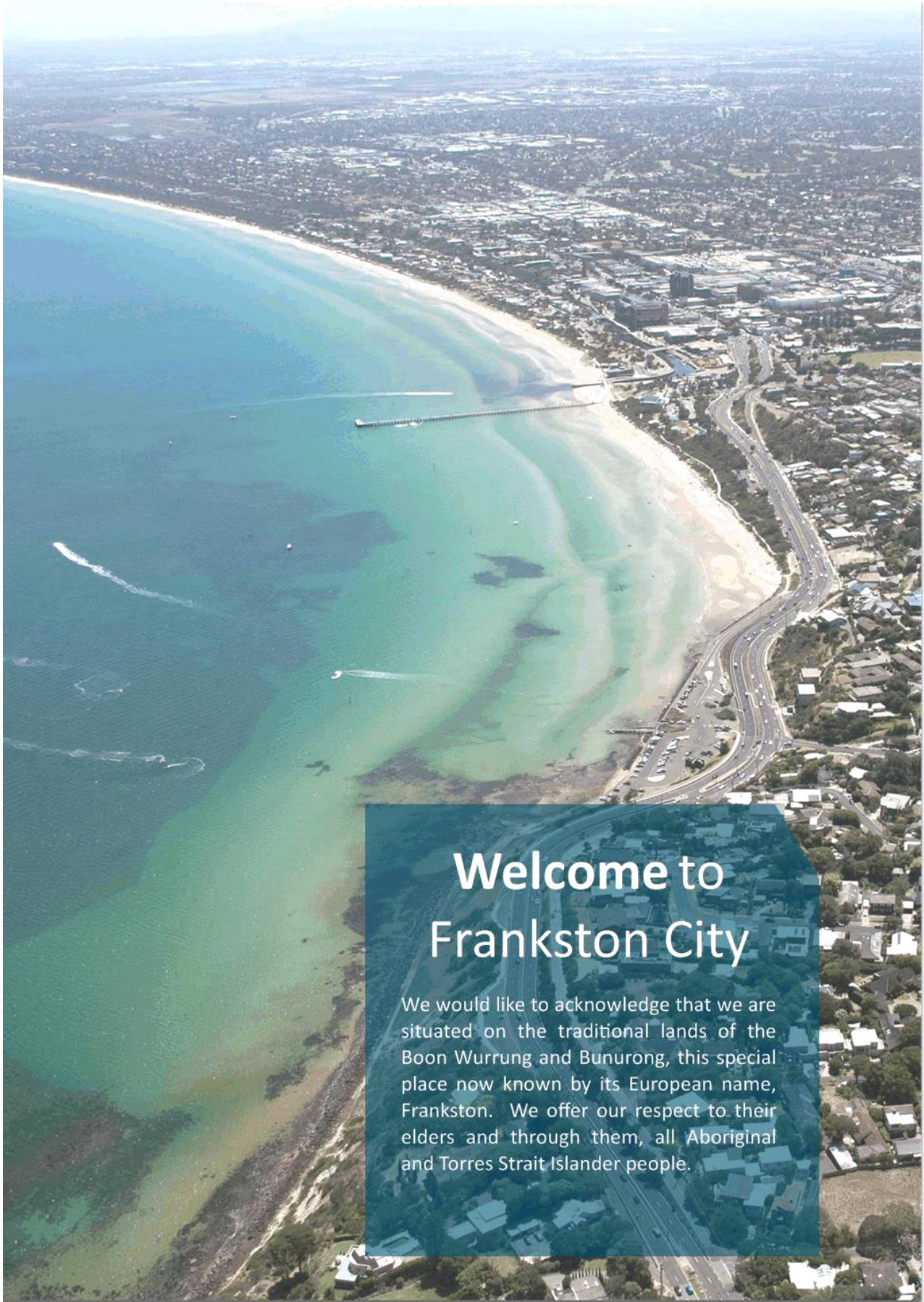
*opportunity » growth » lifestyle*



## Lifestyle Capital of Victoria

Beach • Nature • Sport  
Arts and Culture • Family Living  
Education • Jobs  
Diverse Communities





# Welcome to Frankston City

We would like to acknowledge that we are situated on the traditional lands of the Boon Wurrung and Bunurong, this special place now known by its European name, Frankston. We offer our respect to their elders and through them, all Aboriginal and Torres Strait Islander people.



# Lifestyle Capital of Victoria

## Values

- » Community
- » Respect
- » Excellence
- » Accountability
- » Team
- » Integrity
- » Sustainability

We are driven by the privilege of serving our community, and providing leadership and visionary thinking to ensure Frankston City is recognised as the Lifestyle Capital of Victoria.



# Strategic Priorities



## Our Strategic Priorities

Council has identified 14 strategic priorities that will guide Frankston City towards its goal of becoming the Lifestyle Capital of Victoria.

Priorities include investment in the continued revitalisation of the city centre, expansion of dominant sectors including health and education and the attraction of new industries.

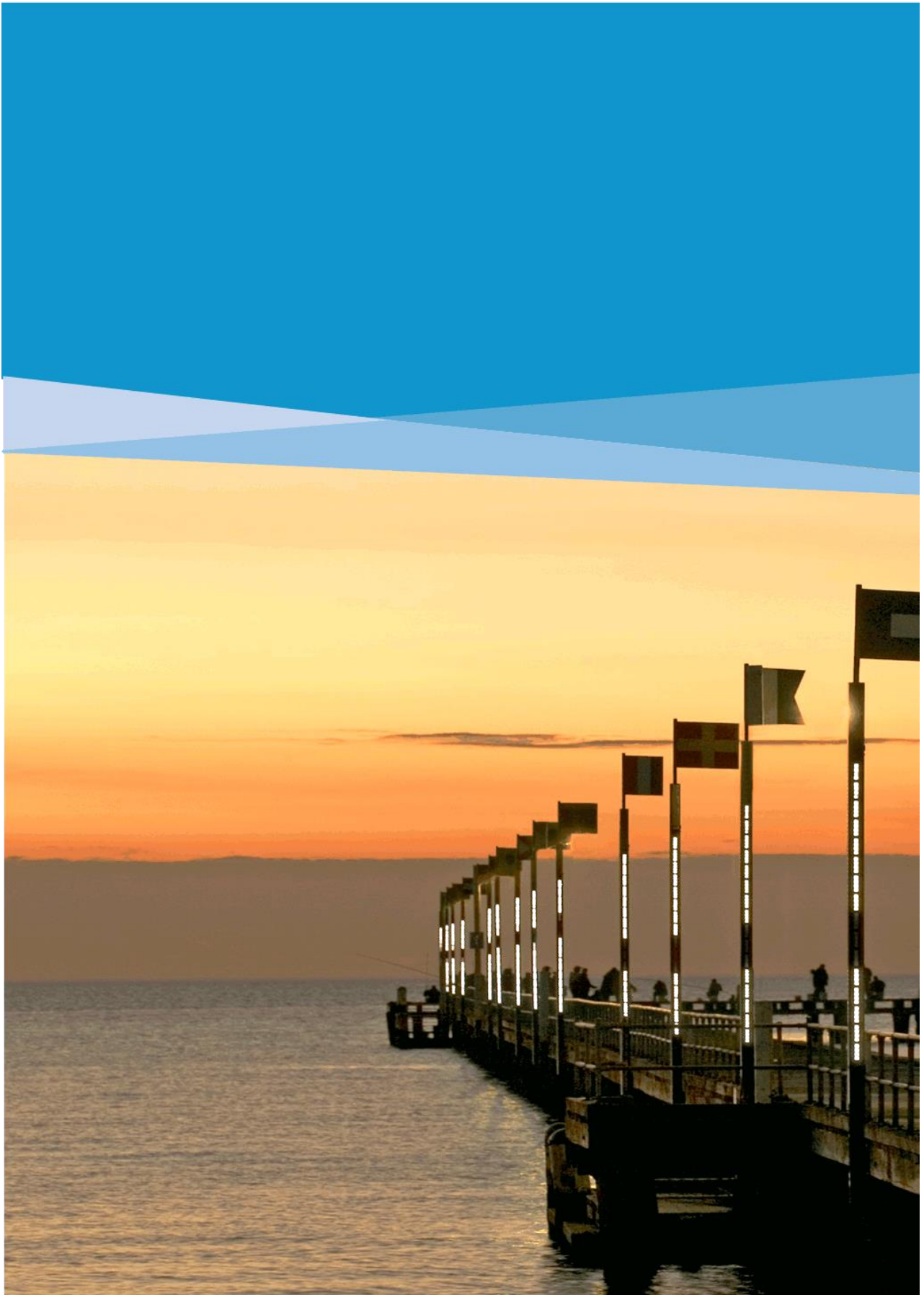
Council will also focus on housing development that incorporates the preservation of our green wedge and natural environment and the creation of jobs that will help build a knowledgeable, creative, skill-based city economy.

Council will advocate, plan and attract funding for investment and growth, build and maintain

infrastructure and strengthen the community by providing opportunities through sport, leisure, arts and culture and the use of our natural open spaces and our award winning foreshore.



\*Frankston Metropolitan Activity Centre



<b>Mayor's Foreword</b>	<b>8</b>
<b>Our Council</b>	<b>10</b>
City profile	
Our Councillors	
<b>Our Planning Framework</b>	<b>12</b>
<b>Community Engagement</b>	<b>14</b>
<b>Long Term Community Outcomes</b>	<b>15</b>
<b>1. A Planned City</b>	<b>16</b>
Four year priorities	
Strategic indicators	
Services	
Strategies	
<b>2. A Liveable City</b>	<b>22</b>
Four year priorities	
Strategic indicators	
Services	
Strategies	
<b>3. A Well Governed City</b>	<b>28</b>
Four year priorities	
Strategic indicators	
Services	
Strategies	
<b>4. A Well Managed City</b>	<b>32</b>
Four year priorities	
Strategic indicators	
Services	
Strategies	
<b>Strategic Resource Plan</b>	<b>39</b>
<b>Other Information</b>	<b>46</b>
<b>Appendix</b>	<b>52</b>



## Mayor's Foreword

It is a privilege to present the Council Plan 2017-2021, which will guide Frankston City towards its goal of becoming the Lifestyle Capital of Victoria and ensure a prosperous future for residents.

This Council Plan is underpinned by four long term community outcomes and 14 strategic priorities to provide a strong framework for which to plan, build and attract investment and lifestyle over the next four years.

Council's top priorities include revitalisation and investment in the city centre, attraction of businesses and jobs, catalyst development of government and commercial offices and the protection of our natural environment.

We will focus on growing employment opportunities through the expansion of dominant local industries such as health and education, and explore other growth areas in tourism and sport.

Work will continue on improving city presentation and further activation of city centre spaces — complementing the Victorian Government's \$63 million Frankston Station and Young Street redevelopment.

We will also encourage further multi-level developments, and build on our reputation as an arts and culture hot-spot by further developing our street art collection.

A \$70.5 million upgrade to Chisholm TAFE's Frankston campus is currently underway — set to enhance Frankston City's reputation as a region of education excellence.

Council aims to leverage this redevelopment to further enhance our city's education opportunities, giving students a greater incentive to study in Frankston City and help build a local economy rich in skill, knowledge and creativity.

We will also commence planning an education and library hub in Langwarrin and develop a management plan to ensure we safeguard our green wedge.

With over 55 natural reserves and 11 kilometres of pristine coastline, Frankston City is fast becoming a desired place to call home. As our population grows so will our need for infrastructure.

"It is a privilege to present the Council Plan 2017-2021, which will guide Frankston City towards its goal of becoming the Lifestyle Capital of Victoria and ensure a prosperous future for residents...."



Council will advocate to the state and federal governments for funding to help deliver seven community priorities.

These include:

- Developing the Centenary Park Regional Tennis Facility
- Constructing a Coast Guard facility and Boat Refuge
- Electrification of the rail line to Baxter, including train stabling and maintenance facilities
- Relocation of a State Government department to complement the redeveloped Frankston Station Precinct
- Delivering stage two of the Frankston Station Precinct redevelopment
- Further developing Frankston City as a premier arts and culture destination and sculpture city
- Ensuring the timely delivery of the National Broadband Network across Frankston City.

In recent years, Council has secured over \$200 million in commitments from both State and Federal elections, giving us confidence that we can continue to deliver vital projects that benefit the whole community.

My fellow Councillors and I look forward to achieving the priorities listed in this four year plan, and to witnessing the continued transformation of Frankston City.



A handwritten signature in black ink, appearing to read 'B. Cunial'.

**Councillor Brian Cunial**

*Mayor, Frankston City Council*

## Our Council

### City profile

**Frankston City** is located on the eastern shores of Port Phillip Bay approximately 40 kilometres south of Melbourne and within metropolitan Melbourne. The municipality covers an area of about 131 square kilometres from the Seaford Wetlands in the north, to Frankston South in the South and the Western Port Highway in the east. The western boundary of the city is made up of 11 kilometres of pristine coastline.

Frankston City comprises of the suburbs of Frankston, Frankston South, Frankston North, Seaford Carrum Downs, Langwarrin, Langwarrin South, Karingal, Sandhurst, and Skye and is strategically placed as the regional centre for the Mornington Peninsula and the south east growth corridor of Melbourne.

The city is currently home to 135,971 people (Australian Bureau of Statistics 2016), which is expected to increase to 160,000 by 2050.

Frankston is recognised for its natural reserves, vibrant lifestyle, diverse community and growing business, arts, education and health sectors.

Frankston City is also host to a number of popular venues, events and attractions such as the Frankston Arts Centre, McClelland

Sculpture Park and Gallery, Frankston Waterfront Festival and the Sand Sculpting Australia exhibition.

As the strength and diversity of the city continues to grow, Frankston will experience increasing attendance at festivals and events, and participation in recreation and community groups making it a desirable Lifestyle Capital of Victoria.



## Our Councillors

Frankston City is divided into three electoral wards with three Councillors representing the community in each ward.



*Cr Kris Bolam*  
North West Ward



*Cr Lillian O'Connor*  
North West Ward



*Cr Glenn Aitken*  
North West Ward



*Deputy Mayor Cr Steve Toms*  
South Ward



*Cr Sandra Mayer*  
North East Ward



*Cr Michael O'Reilly*  
North East Ward



*Cr Colin Hampton*  
North East Ward



**Mayor Cr Brian Cunial**  
South Ward



*Cr Quinn McCormick*  
South Ward

## Our Planning Framework

The **Council Plan** is a strategic document which guides the planning, development, allocation of resources and provision of services to the Frankston City community.

Under the *Local Government Act 1989*, a Council Plan must be prepared every four years and submitted to the Minister for Local Government.

The *Local Government Act 1989* contains the Planning and Accountability reporting (part 6) requirements.

In April 2014 the Local Government (Planning and Reporting) regulations 2014 (the regulations) were authorised.

The regulations prescribed the information to be included in the Council Plan, Strategic Resources

Plan, Budget and Annual Report.

The key requirements for inclusion in the Council Plan are:

- Strategic objectives of the Council
- Strategies for achieving the objectives for at least four years
- Strategic indicators for monitoring the achievement of the objectives
- A Strategic Resources Plan

A Strategic Resource Plan identifies the resources required to achieve the strategic objectives of the Council Plan.

To show the connections with the Community Plan, the strategic objectives in this Council Plan are described as ‘long term community outcomes.’ The strategies are

described as four year priorities.

Before 30 June each year Council reviews the Council Plan to determine if any changes are required for the remaining period of the plan and review and adopt the Strategic Resource Plan.

At the end of each financial year Council’s performance on the Council Plan is reported in the Annual Report.

Council is committed to this four year Council Plan. The Strategic Objectives, Strategies and Strategic Indicators will remain until June 2021.

Council’s Planning Framework is at Figure 1 and the Framework and Structure of the Council Plan 2017-2021 is at Figure 2.

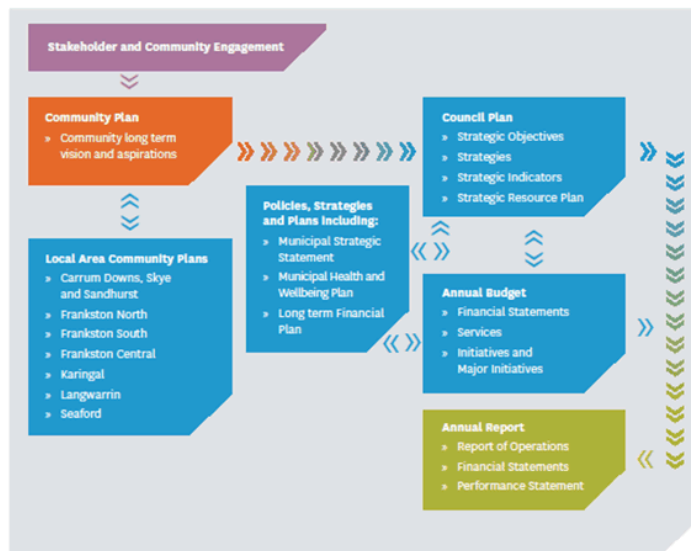
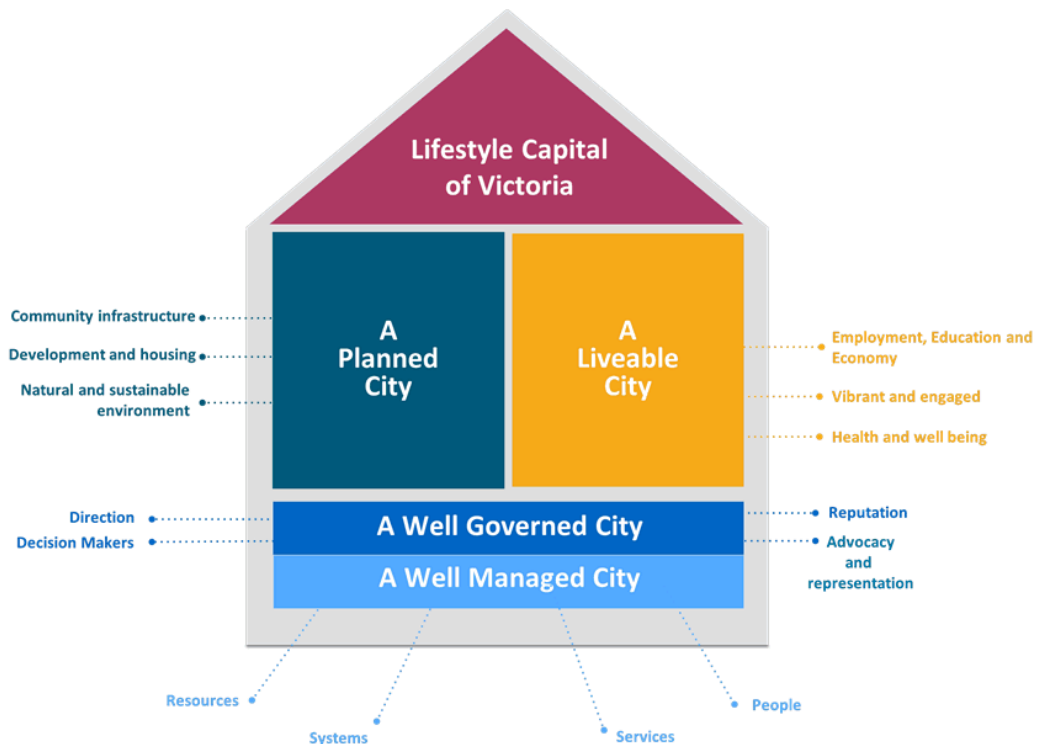


Figure 1 Council's Planning Framework

In determining the future of Frankston City, Council has listened to its residents and framed four key long term community outcomes to benefit the community and achieve a sustainable future.

**The structure of the Council Plan 2017-2021** is focused on achieving Council’s vision **Lifestyle Capital of Victoria** and has four key pillars being the long term community outcomes **A Planned City** and **A Liveable City**, supported by **A Well Governed City** and **A Well Managed City**.

**Governed City and A Well Managed City.** Themes within these help shape the community outcomes to be achieved and the four year priorities that will be required to achieve this.



**Figure 2** Council Plan 2017-2021 Structure



## Community Engagement

Engaging the community is an important step to inform the Council, Community and Health and Wellbeing plans. Frankston City Council ran an extensive community engagement program called *Think Big Frankston* which included online engagement, workshops and face to face interviews.

An online forum provided residents, businesses and local groups with an opportunity to contribute, comment and support ideas for Frankston's future. Over 430 people were engaged in the process, which included a Community Conference day held on 3 December 2016.

At the conference over 50 members of the community, along with Frankston City Council staff, discussed the top issues that were posted on the online forum. The authors of the ten ideas with the most votes presented their ideas and attendees discussed the strengths and challenges of each idea and how they might be progressed.

Frankston City Council harnessed the ten ideas to shape the themes and priorities for the Long Term Community Outcomes *a Planned City and Liveable City* in this Council Plan. These ideas were:

- Kindred Clubhouse
- Downs Estate
- Child and Family Hub
- Outdoor cinema at Monterey Park
- Virtual Reality Concept
- Art project by young people at Frankston North Skate Park
- Changing Place toilets
- City Life
- Dogs off leash areas
- Environmental and sustainability initiatives

### The themes that emerged for this Council Plan are:

Theme 1.3: Natural and sustainable environment  
(page 20)

Theme 2.1: Employment, education and economy  
(page 24)

Theme 2.2 Vibrant and engaged  
(page 25)

Theme 2.3: Health and well being  
(page 26)

Details on the four year priorities is provided in this plan.

Council will work alongside the community to establish how the priorities in the Community Plan will be developed. Further information can be viewed in the Community Plan and Health and Wellbeing Plan.



# Long Term Community Outcomes







# 1. A Planned City

Themes 1.1 Community infrastructure

1.2 Development and housing

1.3 Natural and sustainable environment

*"A vibrant city...a lifestyle  
the envy of others"*

In 2017-2018 Council's investment  
is estimated to be  
\$63.092 million

A vibrant city providing housing, stunning beaches, a beautiful natural environment and arts and cultural experiences. Everything you want at your doorstep - shopping, education, employment, recreation and a lifestyle the envy of others.



# 1. A Planned City

## Strategic Indicators



	Target 17/18	Target 18/19	Target 19/20	Target 2021
New Dwellings in the Frankston Metropolitan Activity Centre (FMAC)	-	-	-	≥ 1,000
Council's greenhouse gas emissions	Establish a baseline by 30 June 2018	-	-	-
Kerbside collection waste diverted from landfill	≥ 52%	≥ 53%	≥ 54%	≥ 55%
Adopt the Green Wedge Management Plan	Plan adopted by 30 June 2018	-	-	-



# 1. A Planned City

## Theme

## 1.1 Community infrastructure

Infrastructure for people, families and business

### Four Year Priorities



#### 1.1.1 Advocate to government for:

- Electrification to Baxter
- Funding for regional sporting facilities, including:
  - Belvedere Reserve
  - Jubilee Park Netball stadium
  - Centenary Park Regional Tennis Facility
- National Broadband Network (NBN) rollout

#### 1.1.2 Develop a Coast Guard facility and Boat Refuge

#### 1.1.3 Work with the Victorian Government to develop a business case for a catalyst development as a further stage of the Frankston Station Precinct Redevelopment

#### 1.1.4 Redevelop the existing Frankston Arts Centre and Civic Centre Precinct

#### 1.1.5 Undertake a feasibility study to relocate Council's Operations Centre and allow for an exemplar urban renewal project

#### 1.1.6 Ensure community infrastructure and services match community needs

### Services

- Facility Management
- Infrastructure Management
- Media and Communications

### Strategies

- City Centre Traffic Model
- Integrated Transport Strategy



# 1. A Planned City

Theme

**1.2 Development and housing**

Development and housing that services diverse needs

## Four Year Priorities



- 1.2.1 Attract investment for new industry
- 1.2.2 Attract high density residential apartments and commercial office accommodation
- 1.2.3 Ensure built form displays architectural excellence and embodies creative urban design
- 1.2.4 Improve public car parking options
- 1.2.5 Deliver a long-term car parking solution for the Peninsula Aquatic Recreation Centre (PARC)

## Services

Town Planning

## Strategies

- Car Parking Precinct Plan
- Development Contributions Plan
- Frankston Planning Scheme
- Housing Strategy
- Municipal Strategic Statement
- Open Space Contributions Plan
- Open Space Strategy





# 1. A Planned City

**Theme**      **1.3 Natural and sustainable environment**  
Natural environment is protected and enhanced,  
resources are used efficiently and waste is minimised

## Four Year Priorities



- 1.3.1 Protect the natural and coastal environment whilst maximising the use and enjoyment of the foreshore
- 1.3.2 Reduce Council's energy use and greenhouse gas emissions and progress towards carbon neutrality
- 1.3.3 Establish the Frankston Regional Recycling and Recovery Centre (FRRRC) as the south-east's regional solution for resource recovery
- 1.3.4 Protect the values of the Green Wedge and implement a management plan

## Services

Emergency Management  
Environmental planning  
Environmental Resource Efficiency  
Parks Maintenance  
Waste and Recycling

## Strategies

Climate Change Impacts and Adaptation Plan  
Coastal Management Plan  
Environment Strategy Greening our Future  
Waste Minimisation and Management Plan

Image to be inserted when document  
goes to the designer





## 2. A Liveable City

### Themes

- 2.1 Employment, education and economy
- 2.2 Vibrant and engaged
- 2.3 Health and well being

“An active and healthy community...”

In 2017-2018 Council’s investment

is estimated to be  
\$93.027 million

Welcoming neighbourhoods, green streets and thoroughfares, parks and natural reserves, an active foreshore and vibrant town centres delivering a living environment that is second to none. An active and healthy community that is connected through participation in activities at our local and regional sporting facilities, events and festivals.



## 2. A Liveable City

### Strategic Indicators



Jobs in Frankston City	-	-	-	≥5000
Degree courses on offer in Frankston City	Establish a baseline by 30 June 2018	-	-	-
Five star accommodation	-	-	-	Accommodation secured by 2021
Frankston Arts Centre, festivals and events attendance	≥ 305,000 in attendance	≥ 310,000 in attendance	≥ 320,000 in attendance	≥ 330,000 in attendance
0-1 infants enrolled in Maternal Child Health (MCH) service	≥ 2,000 enrolments	≥ 2,000 enrolments	≥ 2,000 enrolments	≥ 2,000 enrolments
Service utilisation per funded hours through Home and Community Care (HACC) and Commonwealth Home and Support Programme (CHSP)	≥ 94,913 hours	≥ 94,913 hours	≥ 94,913 hours	≥ 94,913 hours



## 2. A Liveable City

### Theme 2.1 Employment, education and economy Diverse local employment opportunities and increased community capacity

#### Four Year Priorities



- 2.1.1 Facilitate the development of industry informed education courses that meet employer industry needs
- 2.1.2 Develop a knowledge, creativity and skills based economy to generate employment opportunities
- 2.1.3 Attract industry and employment in the health and education sectors
- 2.1.4 Advocate for the development of five star hotel accommodation
- 2.1.5 Strengthen and promote Frankston City's visitor economy

#### Services

Business Development  
Economic Development  
Visitor Services

#### Strategies

Economic Development Strategy  
Destination Development Plan  
Visitor Services Strategy



## 2. A Liveable City

### Theme 2.2 Vibrant and engaged An active, engaged and equitable community

#### Four Year Priorities



- 2.2.1 Build on sculpture and eclectic street art culture
- 2.2.2 Promote Frankston City's reputation as an arts, festival and events destination
- 2.2.3 Engage and support Frankston City's local areas and diverse communities to optimise facility usage and enhance equitable access to services
- 2.2.4 Develop an education and library hub in Langwarrin
- 2.2.5 Improve the presentation and cleanliness of Frankston City

#### Services

- Arts and Events
- Library Services
- Community Engagement
- Civil Infrastructure Maintenance
- Parks Maintenance
- Compliance and Enforcement

#### Strategies

- Community Engagement Strategy
- Community Plan
- Destination Development Plan
- Frankston Arts and Culture Strategic Plan
- General Local Law No 8





## 2. A Liveable City

Theme

### 2.3 Health and well being

Community understands and actively pursues a healthy lifestyle

#### Four Year Priorities



Health & Education



Service-rich



Social Change

- 2.3.1 Advocate for the development of a health industry centre of excellence
- 2.3.2 Facilitate the delivery of a health services hub in the health precinct
- 2.3.3 Enhance equitable access to sport and leisure opportunities
- 2.3.4 Adopt an approach to delivery of aged services within the state and federal service model
- 2.3.5 Adopt a Health and Wellbeing Plan 2017-2021

#### Services

- Early Childhood Services
- Aged and Disability Services
- Youth Services
- Sport and Leisure
- Environmental Health
- Social Planning
- Community Development

#### Strategies

- Community Engagement Strategy
- Health and Wellbeing Plan
- Municipal Emergency Management Plan
- Frankston Child and Family Plan

Image to be inserted when document  
goes to the designer





### 3. A Well Governed City

Theme      3.1 Accountable governance

“An elected Council that is driven by the privilege of serving its community...”

In 2017-2018 **Council’s investment** is estimated to be **\$2.757 million**

**An elected Council that is driven by the privilege of serving its community and providing leadership and vision to ensure Frankston City is recognised as the Lifestyle Capital of Victoria.**

### 3. A Well Governed City

#### Strategic Indicators



	Target 17/18	Target 18/19	Target 19/20	Target 2021
Community satisfaction with council decisions	≥ 58*	≥ 59*	≥ 59*	≥ 60*
Councillor attendance at Council meetings	≥ 85% in attendance	≥ 85% in attendance	≥ 85% in attendance	≥ 90% in attendance
Councillor advocacy priorities	Advocacy priorities achieved by 30 June 2018	Advocacy priorities achieved by 30 June 2019	Advocacy priorities achieved by 30 June 2020	Advocacy priorities achieved by 30 June 2021

\* Comparative Local Government index scores published by the Department of Environment, Land, Water and Planning



**Four Year Priorities**

- 3.1.1 The elected representatives will provide:
  - Clear and unified direction
  - Transparent decision making
  - Good governance
  
- 3.1.2 The elected representatives will provide:
  - Powerful advocacy
  - Meaningful engagement

**Services**

Mayor and Councillor services  
Media and Communications  
Governance

**Strategies**

Advocacy Plan  
Community Engagement Strategy  
Communications Policy  
Councillor and Staff Interaction Policy  
Councillor Code of Conduct  
Local Law No 1

Image to be inserted when document  
goes to the designer



## 4. A Well Managed City

- Themes**
- 4.1 Services**
  - 4.2 Systems**
  - 4.3 Resources**
  - 4.4 People**

“Proudly delivering services to improve our community’s lifestyle...”

In 2017-2018 Council’s investment is estimated to be **\$15.130 million**

Proudly delivering services to improve our community’s lifestyle. An organisation that is recognised amongst its peers as a leader in the sector and one that is founded upon its engagement and connection to its community.

## 4. A Well Managed City

### Strategic Indicators



Community satisfaction with Council's customer service	≥ 71*	≥ 71*	≥ 72*	≥ 73*
Asset renewal funding maintained	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Adjusted Capital Works Program	≥ 90% Program delivered	≥ 90% Program delivered	≥ 90% Program delivered	≥ 90% Program delivered
Adjusted underlying surplus (or deficit)	≥ 19.30%	≥ 12.40%	≥ 11.70%	≥ 10.80%
Employee engagement	Establish a baseline by 30 June 2018	-	-	-

\* Comparative Local Government index scores published by the Department of Environment, Land, Water and Planning





## 4. A Well Managed City

### Theme 4.1. Services

Highly valued and utilised services

#### Four Year Priorities

- 4.1.1 Identify service assets and service levels required to meet future community needs
- 4.1.2 Implement a rolling service review program
- 4.1.3 Ensure a positive customer experience

#### Services

Corporate Planning  
 Customer Service  
 Finance  
 Media and Communications

#### Strategies

Asset Management Strategy  
 Customer Focused Strategy  
 Digital Engagement Strategy  
 Long Term Financial Plan  
 Service Planning and Costing Framework  
 Workforce Plan



## 4. A Well Managed City

**Theme**

### 4.2 Systems

Systems for ongoing effectiveness and efficiency

#### Four Year Priorities

- 4.2.1 Review and develop a four year Information Technology Strategy to guide Council's efficient use of technology
- 4.2.2 Embed a culture of business improvement to improve processes, applications and utilisation
- 4.2.3 Facilitate informed decision making through improved reporting and data management

#### Services

Information Technology  
Contract Management  
Project Management services  
Business Improvement

#### Strategies

Business Improvement Framework  
Digital Engagement Strategy  
Information Technology Strategy



**Four Year Priorities**

- 4.3.1 Continue to build a financially sustainable Council:  
Advocate for operational grant funding from other tiers of government to deliver the services required by the community
- Ensure funding decisions are based on Council's priorities
- Seek alternative revenue sources
- Ensure the operations of Frankston Regional Recycling and Recovery Centre (FRRRC) are financially sustainable
- 4.3.2 Undertake an ongoing review of Council's assets to ensure they meet community needs

**Services**

- Facilities
- Finance
- Infrastructure
- Sustainable Assets

**Strategies**

- Asset Management Plans
- Asset Management Strategy
- Capital Works Program
- Long Term Financial Plan





## 4. A Well Managed City

**Theme**      **4.4 People**  
Capable and engaged people

### Four Year Priorities

- 4.4.1 Create a sustainable workforce
- 4.4.2 Enhance a high performing culture
- 4.4.3 Position Frankston City Council as an employer of choice

### Services

Human Resources

### Strategies

Enterprise Bargaining Agreement  
Human Resources Strategy  
Learning and Development Framework  
Occupational Health and Safety (OH&S) Management Strategy  
Workforce Plan

# Strategic Resource Plan





## Strategic Resource Plan

**The Strategic Resource Plan for the five years ends 30 June 2021 and details the financial and non-financial resources required to achieve the Council Plan's long term community outcomes, strategies, priority actions and services listed in this plan.**

Council is required by the *Local Government Act 1989* to develop a Strategic Resources Plan which includes an indicative five year budget.

The Strategic Resource Plan is reviewed annually following the finalisation of new annual plans and budgets. The resources available to Council can be grouped into three main categories:

Financial Resources

Non-Financial Resources:  
Infrastructure

Non-Financial Resources:  
Human Resources

The Strategic Resource Plan provides a high level, medium term view of how Council intends to use and govern its resources to achieve its strategic objectives.

The strategies and plans listed in this Council Plan (Appendix 1) have been considered in the Strategic Resource Plan. Over the next five years, Council will face considerable pressure on its financial position, particularly in the face of ongoing costs shifting by state and federal Government grants to the entire Victorian Local Government sector that is predicted over the coming years.

This will push all Victorian councils to consider greater reliance on rates and charges to fund existing and new services and programs.

The Victorian Government has introduced legislation before the Parliament that prevents councils from raising rates above inflation levels since 1 July 2016.

“Guiding Council towards a position of financial sustainability...”

## Financial Resources

The financial outcomes and forecast long term financial statements provided in this Strategic Resource Plan are reviewed on an annual basis.

The key objective of Council's current Strategic Resource Plan is to establish a financial framework that ensures that Frankston City can maintain a position of financial sustainability in the medium to long term.

The key financial objectives that underpin the Strategic Resource Plan are:

- The achievement of a prudent balance between meeting the service needs of our community (both now and into the future) and remaining financially sustainable for future generations.
- An increased ability to fund both capital works in general and meet the asset renewal requirements as outlined in asset management planning
- To maintain a sustainable Council in an environment where Council must either constrain its net operational

costs or reduce funds available to capital expenditure due to the capping of Council rates and low increases in government grant funding.

The following statements: Comprehensive Income Statement, Balance Sheet, Changes in Equity, Cash Flows, Capital Works and Human Resources form a special purpose financial report prepared specifically to meet legislative requirements relating to the Strategic Resource Plan.



# Financial Statements

## Budgeted Consolidated Comprehensive Income Statement

For the five years ended 30 June 2022

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>						
Rates and charges	112,897	116,823	119,565	122,912	126,361	129,916
Statutory fees and fines	5,709	5,697	5,754	5,812	5,870	5,928
User fees	21,865	25,542	26,742	27,398	28,882	29,492
Grants - operating	18,549	18,289	17,734	17,910	18,090	18,271
Grants - capital	3,526	9,316	202			
Contributions - monetary	1,954	3,634	915	915	915	915
Contributions - non-monetary	800	800	800	800	800	800
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2,085	1,913	1,195	1,302	1,240	1,283
Other income	3,981	3,315	3,373	3,448	3,516	3,587
<b>Total income</b>	<b>171,366</b>	<b>185,329</b>	<b>176,280</b>	<b>180,497</b>	<b>185,674</b>	<b>190,192</b>
<b>Expenses</b>						
Employee costs	66,066	67,915	69,252	70,634	72,045	73,803
Materials and services	46,202	48,617	50,193	51,937	54,118	55,294
Bad and doubtful debts	320	406	1,026	1,066	1,066	1,066
Depreciation and amortisation	27,065	27,119	28,765	30,506	32,279	34,192
Borrowing costs	1,917	1,870	1,584	1,481	1,455	1,431
Other expenses	2,673	2,873	2,952	3,045	3,141	3,240
<b>Total expenses</b>	<b>144,243</b>	<b>148,800</b>	<b>153,772</b>	<b>158,669</b>	<b>164,104</b>	<b>169,026</b>
<b>Surplus/(deficit) for the year</b>	<b>27,123</b>	<b>36,529</b>	<b>22,508</b>	<b>21,828</b>	<b>21,570</b>	<b>21,166</b>
<b>Other comprehensive income</b>						
Net asset revaluation increment/(decrement)						
<b>Total comprehensive result</b>	<b>27,123</b>	<b>36,529</b>	<b>22,508</b>	<b>21,828</b>	<b>21,570</b>	<b>21,166</b>

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Conversion to cash result</b>						
<b>Surplus/(deficit) for the year</b>	<b>27,123</b>	<b>36,529</b>	<b>22,508</b>	<b>21,828</b>	<b>21,570</b>	<b>21,166</b>
<b>Add back non-cash items:</b>						
Depreciation and amortisation	27,065	27,119	28,765	30,506	32,279	34,192
Contributions - non-monetary	(800)	(800)	(800)	(800)	(800)	(800)
Write down value of assets disposed	173	500				
	<b>26,438</b>	<b>26,819</b>	<b>27,965</b>	<b>29,706</b>	<b>31,479</b>	<b>33,392</b>
<b>Less non-operating cash items:</b>						
Capital works expenditure	43,424	50,425	38,463	40,599	41,098	41,387
Transfers to/(from) reserves	14,900	12,150	4,987	10,615	11,606	12,801
Repayment of borrowings	1,336	773	7,023	320	345	370
	<b>59,660</b>	<b>63,348</b>	<b>50,473</b>	<b>51,534</b>	<b>53,049</b>	<b>54,558</b>
Cash surplus/(deficit) for the year	(6,099)					
Accumulated cash surplus/(deficit) b/fwd	6,600	500	500	500	500	500
<b>Accumulated cash surplus/(deficit) c/fwd</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

# Financial Statements

Budgeted Consolidated Balance Sheet  
For the five years ended 30 June 2022

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents	36,243	48,677	53,203	63,220	74,207	86,436
Trade and other receivables	14,681	14,684	15,081	15,549	16,031	16,528
Other financial assets	26,135	26,580	27,298	28,144	29,016	29,915
Inventories	195	207	213	219	226	233
Other assets	1,647	1,034	1,062	1,095	1,129	1,164
<b>Total current assets</b>	<b>78,973</b>	<b>91,254</b>	<b>96,929</b>	<b>108,299</b>	<b>120,681</b>	<b>134,348</b>
<b>Non-current assets</b>						
Trade and other receivables	229	1,249	1,283	1,323	1,364	1,406
Intangible assets	2,719	2,719	2,719	2,719	2,719	2,719
Property, infrastructure, plant and equipment	1,326,360	1,350,100	1,360,598	1,371,491	1,381,110	1,389,105
<b>Total non-current assets</b>	<b>1,329,308</b>	<b>1,354,068</b>	<b>1,364,600</b>	<b>1,375,533</b>	<b>1,385,193</b>	<b>1,393,230</b>
<b>Total assets</b>	<b>1,408,281</b>	<b>1,445,322</b>	<b>1,461,529</b>	<b>1,483,832</b>	<b>1,505,874</b>	<b>1,527,578</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables	13,266	13,693	14,001	14,351	14,710	15,078
Provisions	16,871	17,418	17,794	18,203	18,622	19,114
Interest-bearing loans and borrowings	773	429	320	345	370	392
<b>Total current liabilities</b>	<b>30,910</b>	<b>31,540</b>	<b>32,115</b>	<b>32,899</b>	<b>33,702</b>	<b>34,584</b>
<b>Non-current liabilities</b>						
Provisions	1,764	1,942	1,979	2,016	2,055	2,104
Interest-bearing loans and borrowings	35,091	34,661	27,748	27,403	27,034	26,642
<b>Total non-current liabilities</b>	<b>36,855</b>	<b>36,603</b>	<b>29,727</b>	<b>29,419</b>	<b>29,089</b>	<b>28,746</b>
<b>Total liabilities</b>	<b>67,765</b>	<b>68,143</b>	<b>61,842</b>	<b>62,318</b>	<b>62,791</b>	<b>63,330</b>
<b>Net assets</b>	<b>1,340,515</b>	<b>1,377,178</b>	<b>1,399,687</b>	<b>1,421,514</b>	<b>1,443,084</b>	<b>1,464,249</b>
<b>Equity</b>						
Accumulated surplus	631,461	655,974	673,495	684,708	694,672	703,037
Reserves	709,054	721,204	726,191	736,806	748,412	761,213
<b>Total equity</b>	<b>1,340,515</b>	<b>1,377,178</b>	<b>1,399,686</b>	<b>1,421,514</b>	<b>1,443,084</b>	<b>1,464,250</b>

## Financial Statements

### Budgeted Consolidated Statement of Changes in Equity For the five years ended 30 June 2022

	Total	Accumulated	Revaluation	Other
	Surplus	Reserve	Reserves	
	\$'000	\$'000	\$'000	\$'000
<b>2018</b>				
Balance at beginning of the financial year	1,340,515	631,461	662,326	46,728
Comprehensive result	36,529	36,529		
Transfer to reserves		(13,339)		13,339
Transfer from reserves		1,189		(1,189)
<b>Balance at end of the financial year</b>	<b>1,377,044</b>	<b>655,840</b>	<b>662,326</b>	<b>58,878</b>
<b>2019</b>				
Balance at beginning of the financial year	1,377,178	655,974	662,326	58,878
Comprehensive result	22,508	22,508		
Transfer to reserves		(4,999)		4,999
Transfer from reserves		12		(12)
<b>Balance at end of the financial year</b>	<b>1,399,686</b>	<b>673,495</b>	<b>662,326</b>	<b>63,865</b>
<b>2020</b>				
Balance at beginning of the financial year	1,399,686	673,495	662,326	63,865
Comprehensive result	21,828	21,828		
Transfer to reserves		(10,615)		10,615
Transfer from reserves				
<b>Balance at end of the financial year</b>	<b>1,421,514</b>	<b>684,708</b>	<b>662,326</b>	<b>74,480</b>
<b>2021</b>				
Balance at beginning of the financial year	1,421,514	684,708	662,326	74,480
Comprehensive result	21,570	21,570		
Transfer to reserves		(11,606)		11,606
Transfer from reserves				
<b>Balance at end of the financial year</b>	<b>1,443,084</b>	<b>694,672</b>	<b>662,326</b>	<b>86,086</b>
<b>2022</b>				
Balance at beginning of the financial year	1,443,084	694,672	662,326	86,086
Comprehensive result	21,166	21,166		
Transfer to reserves		(12,801)		12,801
Transfer from reserves				
<b>Balance at end of the financial year</b>	<b>1,464,250</b>	<b>703,037</b>	<b>662,326</b>	<b>98,887</b>

## Financial Statements

### Budgeted Consolidated Statement of Cash Flows

For the five years ended 30 June 2022

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>						
<i>Receipts</i>						
Rates and charges	112,897	116,823	119,565	122,912	126,361	129,916
Statutory fees and fines	5,709	5,697	5,754	5,812	5,870	5,928
User fees	21,865	25,542	26,742	27,398	28,882	29,492
Grants - operating	18,549	18,289	17,734	17,910	18,090	18,271
Grants - capital	3,526	9,316	202			
Contributions - monetary	1,954	3,634	915	915	915	915
Other receipts	(1,272)	3,599	2,912	2,850	2,897	3,015
<i>Payments</i>						
Employee costs	(66,066)	(67,915)	(69,252)	(70,634)	(72,045)	(73,803)
Materials and services	(46,522)	(49,023)	(51,219)	(53,003)	(55,184)	(56,360)
Other payments	(2,673)	(2,873)	(2,952)	(3,045)	(3,141)	(3,240)
<b>Net cash provided by operating activities</b>	<b>47,967</b>	<b>63,089</b>	<b>50,401</b>	<b>51,115</b>	<b>52,645</b>	<b>54,134</b>
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment	(43,424)	(50,425)	(38,463)	(40,599)	(41,098)	(41,387)
Proceeds from sale of property, infrastructure, plant and equipment	2,258	2,413	1,195	1,302	1,240	1,283
<b>Net cash used in investing activities</b>	<b>(41,166)</b>	<b>(48,012)</b>	<b>(37,268)</b>	<b>(39,297)</b>	<b>(39,858)</b>	<b>(40,104)</b>
<b>Cash flows from financing activities</b>						
Finance costs	(1,917)	(1,870)	(1,584)	(1,481)	(1,455)	(1,431)
Proceeds from borrowings						
Repayment of borrowings	(1,336)	(773)	(7,023)	(320)	(345)	(370)
<b>Net cash used in financing activities</b>	<b>(3,253)</b>	<b>(2,643)</b>	<b>(8,607)</b>	<b>(1,801)</b>	<b>(1,800)</b>	<b>(1,801)</b>
Net increase (decrease) in cash and cash equivalents	3,548	12,434	4,526	10,017	10,987	12,229
Cash and cash equivalents at the beginning of the period	32,695	36,243	48,677	53,203	63,220	74,207
<b>Cash and cash equivalents at end of the year</b>	<b>36,243</b>	<b>48,677</b>	<b>53,203</b>	<b>63,220</b>	<b>74,207</b>	<b>86,436</b>

## Financial Statements

### Budgeted Consolidated Statement of Capital Works

For the five year ended 30 June 2022

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
<b>Property</b>						
Land	225					
Land improvements						
Buildings	11,701	21,772	5,724	6,961	6,582	5,970
Building improvements	694		1,101	1,129	1,157	1,186
<b>Total property</b>	<b>12,620</b>	<b>21,772</b>	<b>6,825</b>	<b>8,090</b>	<b>7,739</b>	<b>7,156</b>
<b>Plant and equipment</b>						
Plant, machinery and equipment	2,590	2,585	3,003	3,078	3,155	3,234
Fixtures, fittings and furniture	1,391	140	2,571	2,635	2,701	2,769
Computers and telecommunications	2,817	1,901	2,478	2,540	2,603	2,669
Library books	700	700	735	753	772	792
<b>Total plant and equipment</b>	<b>7,498</b>	<b>5,326</b>	<b>8,787</b>	<b>9,007</b>	<b>9,232</b>	<b>9,463</b>
<b>Infrastructure</b>						
Roads	3,383	9,025	3,471	3,558	3,647	3,738
Bridges	1,511	925	951	975	999	1,024
Footpaths and cycleways	3,510	2,267	4,487	4,599	4,714	4,832
Drainage	1,842	866	1,565	1,604	1,644	1,685
Recreational, leisure and community facilities	999	4,520	542	556	569	584
Waste management	130	125	158	162	166	170
Parks, open space and streetscapes	10,893	4,855	10,834	11,148	11,427	11,712
Off street car parks	2,482	1,170	1,655	1,696	1,739	1,782
Other infrastructure	56	1,074	688	705	723	741
<b>Total infrastructure</b>	<b>24,806</b>	<b>24,827</b>	<b>24,351</b>	<b>25,003</b>	<b>25,628</b>	<b>26,269</b>
<b>Total capital works expenditure</b>	<b>44,924</b>	<b>51,925</b>	<b>39,963</b>	<b>42,099</b>	<b>42,598</b>	<b>42,887</b>
<b>Represented by:</b>						
Asset renewal expenditure	24,631	24,301	24,299	25,601	26,063	25,881
New asset expenditure	9,399	7,084	5,967	6,444	6,068	6,011
Asset upgrade expenditure	10,894	12,357	8,200	9,569	10,000	10,450
Asset expansion expenditure		8,183	1,497	485	467	545
<b>Total capital works expenditure</b>	<b>44,924</b>	<b>51,925</b>	<b>39,963</b>	<b>42,099</b>	<b>42,598</b>	<b>42,887</b>

## Financial Statements

### Budgeted Consolidated Statement of Human Resources For the five year ended 30 June 2022

	Forecast	Budget	Strategic Resource Plan Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>						
Employee Costs - operating	64,575	66,510	67,310	69,016	70,764	72,285
Employee Costs - capital	1,491	1,405	1,405	1,405	1,405	1,405
<b>Total staff expenditure</b>	<b>66,066</b>	<b>67,915</b>	<b>68,715</b>	<b>70,421</b>	<b>72,169</b>	<b>73,690</b>
	FTE	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>						
Employees	784	788	788	788	788	788
<b>Total staff numbers</b>	<b>784</b>	<b>788</b>	<b>788</b>	<b>788</b>	<b>788</b>	<b>788</b>

## Non Financial Resources

### Human Resources

Council will be recognised as an employer of choice, supporting employees to deliver quality services, ensuring a strong customer focus, and building organisational capability and commitment, in a healthy, safe and supportive environment.

Having the right people with the right skills, working within a

culture that enables and empowers employees will ensure we are able to achieve and deliver on Council's vision and priorities.

Our employees are committed to, accountable for and take pride in supporting our community.

### Infrastructure

Council manages more than \$1.2 billion in land, property and infrastructure assets on behalf of the community.

These assets directly support the services that Council delivers to the community and include roads, drainage, shared paths, active and passive open space reserves and community facilities

such as preschools and Maternal and Child Health centres. A statement of Capital Works is included in Other Information.



# Other Information



Other Information

**Detailed list of capital works**

**1. New works**

Capital Works Area	Project cost \$'000	New Asset expenditure type			Summary of funding sources			Borrow's \$'000
		\$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	
Property		4,616	5,916	3,057	8,183	5,181	728	15,863
Buildings	21,772							
Total property	21,772	4,616	5,916	3,057	8,183	5,181	728	15,863
Plant and equipment								
Plant, machinery and equipment	2,585	30	2,547	8	-	-	-	2,585
Fixtures, fittings and furniture	140	40	80	20	-	-	-	140
Computers and telecommunications	1,902	443	1,391	68	-	175	-	1,727
Library books	700	-	700	-	-	-	-	700
Total plant and equipment	5,327	513	4,718	96	-	175	-	5,152
Infrastructure								
Roads	9,025	-	5,755	3,270	-	1,030	1,885	6,110
Footpaths and cycleways	2,268	588	1,680	-	-	-	-	2,268
Recreational, leisure and community facilities	4,520	700	3,270	550	-	900	100	3,520
Bridges	925	-	925	-	-	-	-	925
Drainage	866	-	550	316	-	-	-	866
Waste management	125	-	125	-	-	-	-	125
Parks, open space and streetscapes	4,855	623	1,220	3,012	-	2,030	-	2,825
Off street car parks	1,170	-	200	970	-	-	-	1,170
Other infrastructure	1,074	44	25	1,005	-	-	-	1,074
Total Infrastructure	24,828	1,955	13,750	9,123	-	3,960	1,985	18,883
<b>TOTAL NEW CAPITAL WORKS 2017-2018</b>	<b>51,927</b>	<b>7,084</b>	<b>24,384</b>	<b>12,276</b>	<b>8,183</b>	<b>9,316</b>	<b>2,713</b>	<b>39,898</b>
<b>2. Summary</b>								
Property	21,772	4,616	5,916	3,057	8,183	5,181	728	15,863
Plant and equipment	5,327	513	4,718	96	-	175	-	5,152
Infrastructure	24,828	1,955	13,750	9,123	-	3,960	1,985	18,883
<b>TOTAL CAPITAL WORKS</b>	<b>51,927</b>	<b>7,084</b>	<b>24,384</b>	<b>12,276</b>	<b>8,183</b>	<b>9,316</b>	<b>2,713</b>	<b>39,898</b>

**Capital Works Program**

For the year ending 30 June 2019

**1. New Works**

Capital Works Area	Project cost		New		Asset expenditure type			Expansion		Summary of funding sources		
	\$'000	\$'000	\$'000	\$'000	Renewal	Upgrade	\$'000	\$'000	Grants	Contributions	Council	\$'000
Property		1,024		1,024	4,095	1,433	273					6,825
Buildings	6,825											
Total property	6,825	1,024		1,024	4,095	1,433	273					6,825
Plant and equipment												
Plant, machinery and equipment	3,003	450		450	1,802	631	120					3,003
Fixtures, fittings and furniture	2,571	386		386	1,543	540	103					2,571
Computers and telecommunications	2,478	372		372	1,487	520	99					2,478
Library books	735	110		110	441	154	29					735
Total plant and equipment	8,787	1,318		1,318	5,272	1,845	351					8,787
Infrastructure												
Roads	3,471	521		521	2,083	729	139	202				3,269
Footpaths and cycleways	4,487	673		673	2,692	942	179					4,487
Recreational, leisure and community facilities	542	81		81	325	114	22					542
Bridges	951	143		143	571	200	38					951
Drainage	1,565	235		235	939	329	63					1,565
Waste management	158	24		24	95	33	6					158
Parks, open space and streetscapes	10,834	1,598		1,598	6,821	2,083	331					10,834
Off street car parks	1,655	248		248	993	348	66					1,655
Other Infrastructure	688	103		103	413	144	28					688
Total Infrastructure	24,351	3,626		3,626	14,932	4,922	872	202				24,149
<b>TOTAL NEW CAPITAL WORKS 2018-2019</b>	<b>39,963</b>	<b>5,967</b>		<b>5,967</b>	<b>24,299</b>	<b>8,200</b>	<b>1,497</b>	<b>202</b>				<b>39,761</b>
<b>2. Summary</b>												
Property	6,825	1,024		1,024	4,095	1,433	273					6,825
Plant and equipment	8,787	1,318		1,318	5,272	1,845	351					8,787
Infrastructure	24,351	3,626		3,626	14,932	4,922	872	202				24,149
<b>TOTAL CAPITAL WORKS</b>	<b>39,963</b>	<b>5,967</b>		<b>5,967</b>	<b>24,299</b>	<b>8,200</b>	<b>1,497</b>	<b>202</b>				<b>39,761</b>

**Capital Works Program**

For the year ending 30 June 2020

**1. New Works**

Capital Works Area	Project cost \$'000	New Asset expenditure type			Summary of funding sources			Borrower's \$'000
		\$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	
<b>Property</b>		1,214	4,854	1,899	124	-	-	8,090
Buildings	8,090							
Total property	8,090	1,214	4,854	1,899	124	-	-	8,090
<b>Plant and equipment</b>								
Plant, machinery and equipment	3,078	512	1,847	719	-	-	-	3,078
Fixtures, fittings and furniture	2,636	395	1,582	659	-	-	-	2,636
Computers and telecommunications	2,540	381	1,524	635	-	-	-	2,540
Library books	753	-	753	-	-	-	-	753
Total plant and equipment	9,007	1,288	5,705	2,013	-	-	-	9,007
<b>Infrastructure</b>								
Roads	3,558	534	2,135	889	-	-	-	3,558
Footpaths and cycleways	4,599	690	2,759	1,150	-	-	-	4,599
Recreational, leisure and community facilities	556	83	334	117	22	-	-	556
Bridges	975	146	585	205	39	-	-	975
Drainage	1,604	241	962	337	64	-	-	1,604
Waste management	162	24	103	34	-	-	-	162
Parks, open space and streetscapes	11,148	1,864	6,723	2,421	140	-	-	11,148
Off street car parks	1,696	254	1,018	356	68	-	-	1,696
Other Infrastructure	705	106	423	148	28	-	-	705
Total Infrastructure	25,003	3,942	15,042	5,657	361	-	-	25,003
<b>TOTAL NEW CAPITAL WORKS 2019-2020</b>	<b>42,099</b>	<b>6,444</b>	<b>25,601</b>	<b>9,569</b>	<b>485</b>	<b>-</b>	<b>-</b>	<b>42,099</b>
<b>2. Summary</b>								
Property	8,090	1,214	4,854	1,899	124	-	-	8,090
Plant and equipment	9,007	1,288	5,705	2,013	-	-	-	9,007
Infrastructure	25,003	3,942	15,042	5,657	361	-	-	25,003
<b>TOTAL CAPITAL WORKS</b>	<b>42,099</b>	<b>6,444</b>	<b>25,601</b>	<b>9,569</b>	<b>485</b>	<b>-</b>	<b>-</b>	<b>42,099</b>



**Capital Works Program**

For the year ending 30 June 2021

**1. New Works**

Capital Works Area	Project cost \$'000	New Asset expenditure type				Summary of funding sources			Borrow's \$'000
		\$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council \$'000	
Property		1,161	4,643	1,825	110	-	-	7,739	
Buildings	7,739								
Total property	7,739	1,161	4,643	1,825	110	-	-	7,739	
Plant and equipment									
Plant, machinery and equipment	3,155	523	1,893	739	-	-	-	3,155	
Fixtures, fittings and furniture	2,702	405	1,725	570	-	-	-	2,702	
Computers and telecommunications	2,603	390	1,562	651	-	-	-	2,603	
Library books	772	-	772	-	-	-	-	772	
Total plant and equipment	9,232	1,319	5,952	1,960	-	-	-	9,232	
Infrastructure									
Roads	3,647	547	2,188	912	-	-	-	3,647	
Footpaths and cycleways	4,714	707	2,828	1,179	-	-	-	4,714	
Recreational, leisure and community facilities	569	85	341	119	23	-	-	569	
Bridges	999	150	599	210	40	-	-	999	
Drainage	1,644	247	986	345	66	-	-	1,644	
Waste management	166	25	106	35	-	-	-	166	
Parks, open space and streetscapes	11,427	1,458	6,941	2,898	130	-	-	11,427	
Off street car parks	1,739	261	1,043	365	70	-	-	1,739	
Other Infrastructure	723	108	434	152	29	-	-	723	
Total Infrastructure	25,628	3,588	15,468	6,215	357	-	-	25,628	
<b>TOTAL NEW CAPITAL WORKS 2020-2021</b>	<b>42,598</b>	<b>6,068</b>	<b>26,063</b>	<b>10,000</b>	<b>467</b>	<b>-</b>	<b>-</b>	<b>42,598</b>	
<b>2. Summary</b>									
Property	7,739	1,161	4,643	1,825	110	-	-	7,739	
Plant and equipment	9,232	1,319	5,952	1,960	-	-	-	9,232	
Infrastructure	25,628	3,588	15,468	6,215	357	-	-	25,628	
<b>TOTAL CAPITAL WORKS</b>	<b>42,598</b>	<b>6,068</b>	<b>26,063</b>	<b>10,000</b>	<b>467</b>	<b>-</b>	<b>-</b>	<b>42,598</b>	

## Other Information

### Summary of planned human resources expenditure

	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
<b>CAA development directorate</b>					
-Permanent full time	448	459	470	482	494
-Permanent part time	0	0	0	0	0
<b>Total city development directorate</b>	<b>448</b>	<b>459</b>	<b>470</b>	<b>482</b>	<b>494</b>
<b>Community development directorate</b>					
-Permanent full time	27,353	28,037	28,738	29,456	30,192
-Permanent part time	15,491	15,878	16,275	16,682	17,099
<b>Total community development directorate</b>	<b>42,844</b>	<b>43,915</b>	<b>45,013</b>	<b>46,138</b>	<b>47,291</b>
<b>CEO and council directorate</b>					
-Permanent full time	682	699	716	734	752
-Permanent part time	119	122	125	128	131
<b>Total CEO and council directorate</b>	<b>801</b>	<b>821</b>	<b>841</b>	<b>862</b>	<b>883</b>
<b>Corporate development directorate</b>					
-Permanent full time	12,107	12,410	12,720	13,038	13,364
-Permanent part time	2,688	2,755	2,824	2,895	2,967
<b>Total corporate development directorate</b>	<b>14,795</b>	<b>15,165</b>	<b>15,544</b>	<b>15,933</b>	<b>16,133</b>
<b>Aquatic centres</b>					
-Permanent full time	2,481	2,543	2,607	2,672	2,789
-Permanent part time	709	727	745	764	783
<b>Total aquatic centres</b>	<b>3,190</b>	<b>3,270</b>	<b>3,352</b>	<b>3,436</b>	<b>3,572</b>
Total casuals and other	5,837	5,923	6,030	6,137	6,393
<b>Total staff expenditure</b>	<b>67,915</b>	<b>69,553</b>	<b>71,250</b>	<b>72,988</b>	<b>74,768</b>
<b>CAA development directorate</b>					
	FTE*	FTE*	FTE*	FTE*	FTE*
-Permanent full time	2	2	2	2	2
-Permanent part time	0	0	0	0	0
<b>Total city development directorate</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Community development directorate</b>					
-Permanent full time	318	318	318	318	318
-Permanent part time	181.8	181.8	181.8	181.8	181.8
<b>Total community development directorate</b>	<b>499.8</b>	<b>499.8</b>	<b>499.8</b>	<b>499.8</b>	<b>499.8</b>
<b>CEO and council directorate</b>					
-Permanent full time	4.0	4.0	4.0	4.0	4.0
-Permanent part time	1.5	1.5	1.5	1.5	1.5
<b>Total CEO and council directorate</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>
<b>Corporate development directorate</b>					
-Permanent full time	117	117	117	117	117
-Permanent part time	31.1	31.1	31.1	31.1	31.1
<b>Total corporate development directorate</b>	<b>148.1</b>	<b>148.1</b>	<b>148.1</b>	<b>148.1</b>	<b>148.1</b>
<b>Aquatic centres</b>					
-Permanent full time	32	32	32	32	32
-Permanent part time	10.6	10.6	10.6	10.6	10.6
<b>Total aquatic centres</b>	<b>42.6</b>	<b>42.6</b>	<b>42.6</b>	<b>42.6</b>	<b>42.6</b>
Total casuals and other	90.2	90.2	90.2	90.2	90.2
<b>Total staff numbers</b>	<b>788.20</b>	<b>788.20</b>	<b>788.20</b>	<b>788.20</b>	<b>788.20</b>



# Appendices





## Strategies and Plans

## Appendix 1

Council's strategies and plans guide and inform the planning and delivery of services to the community.

The tables below show alignment to the Council Plan Long Term Community Outcomes and the Strategic Resource Plan.

Strategies	A Planned City	A Liveable City	A Well Governed City	A Well Managed City
Asset Management Strategy				●
Business and Information Services Strategy				
Community Engagement Strategy		●	●	
Customer Focused Strategy				●
Customer Services Strategy		●		
Customer Service Strategy				
Digital Engagement Strategy				●
Economic Development Strategy		●		
Environmental Sustainability Strategy				
Frankston Libraries Strategy				
Housing Strategy	●	●		
Human Resources Strategy				●
Industrial Strategy				
Information Technology Strategy				●
Integrated Transport Strategy	●	●		
Occupational Health and Safety (OH&S) Management Strategy		●		●
Open Space Strategy	●			
Rating Strategy				
Recreation Strategy				
Skate and BMX Facilities Strategy				
Strategic Framework for Young people in Frankston City				
Streetscape Strategy				
Visitor Services Strategy		●		



**Appendix 1**

**Strategies and Plans**

Plans	A Planned City	A Liveable City	A Well Governed City	A Well Managed City
Advocacy Plan			●	
Asset Management Plans				●
Animal Management Plan**				
Best Value Service Reviews**				
Biodiversity Action Plan				
Business Improvement Framework				●
Capital Works Program				●
Car Parking Precinct Plan	●			
Carbon Neutral Action Plan				
Central Activities Area (CAA) Structure Plan				
City Centre Traffic Model		●		
Climate Change Impacts and Adaptation Plan	●			
Coastal Management Plan	●			
Communications Policy			●	
Community Plan		●		
Councillor and Staff Interaction Policy			●	
Councillor Code of Conduct			●	
Customer Service Strategy				
Destination Development Plan		●		
Development Contributions Plan	●			
Disability Action Plan **				
Enterprise Bargaining Agreement				●
Environment Strategy Greening our Future	●			
Fire Management Plan				
Food Security Action Plan				
Frankston Arts and Culture Strategic Plan		●		
Frankston Child and Family Plan**				
Frankston City Community Plan				
Frankston Planning Scheme	●			



**Appendix 1**

**Strategies and Plans**

Plans	A Planned City	A Liveable City	A Well Governed City	A Well Managed City
Health and Wellbeing Plan		●		
Integrated Water Action Plan				
Learning Development Framework				●
Lease and Licence Agreements				
Local Area Community Plans				
Local Law No 1				●
Local law No 8		●		
Long Term Financial Plan				●
Mornington Peninsula (MP) Regional Tourism Board				
Municipal Emergency Management Plan		●		
Municipal Health and Wellbeing Plan**				
Municipal Strategic Statement	●			
Open Space Contributions Plan	●			
Road Management Plan**				
Service Planning and Costing Framework				●
Sports Development Plan		●		
Strategic Plan – MP Shire				
Waste Minimisation and Management Plan				
Workforce Plan				●

\*\* Statutory



[Appendix 2](#)



**City Profile Statistics**

City Profile	
Population (Australian Bureau of Statistics (3218.0) 30 March 2016)	135,971
Number of households (Census 2011)	49,331
Percentage of males (Census 2011)	48.9%
Percentage of females (Census 2011)	51.1%
Residents born overseas (Census 2011)	21.8%
Residents who speak a non-English language (Census 2011)	10.2%
Average people per household (Census 2011)	2.5
Median weekly household income (Census 2011)	\$1,140
Rateable properties (as at 31 March 2017)	61,770



**FRANKSTON CITY  
COUNCIL**

30 Davey Street  
Frankston VIC 3199  
Australia

PO Box 490  
Frankston VIC 3199

**Phone** 1300 322 322  
**frankston.vic.gov.au**