



Council Plan 2021-31

Volume 2 / Year3



Community Vision

Proudly Port Phillip

A liveable and vibrant City that enhances the wellbeing of our community

Strategic Directions



Inclusive Port Phillip

A City that is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities.



Liveable Port Phillip

A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well-managed, and it is safer and easy to connect and travel within.



Sustainable Port Phillip

A City that has a sustainable future, where our environmentally aware and active community benefits from living in a bayside city that is greener, cooler, cleaner and climate resilient.



Vibrant Port Phillip

A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs.



Well-Governed Port Phillip

A City that is a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts.

Council Plan 2021-31

Volume 2 / Year 3

The Council Plan is divided across three volumes:

Council Plan 2021-31 Volume 1

Volume One introduces the plan, including background information, development approach and details on the inputs that informed the plan. It outlines the vision our community has for our City over the 10-year period and presents our strategic directions (including the services provided and performance indicators for each), an overview of our financial strategy and a list of proposed capital works projects by neighbourhood.

Council Plan 2021-31 Volume 2

Volume Two contains the detailed financial information for the plan, including our 10-year Financial Plan. It outlines our financial strategy, position, risks and sustainability. It also contains Council's Asset Management Framework, a detailed asset plan and detailed financial information about our services provided in each strategic direction.

Council Plan 2021-31 Volume 3

Volume Three provides information on the 28 services we provide to our community.

Acknowledgement

Council respectfully acknowledges the Traditional Owners of this land, the people of the Kulin Nation. We pay our respect to their Elders, past and present. We acknowledge and uphold their continuing relationship to this land.

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Our Financial Strategy

Our financial strategy provides clear direction on the allocation, management and use of financial resources. It aims to ensure that Council stays financially sustainable while maintaining assets and services, responding to growth, and delivering on our priorities.

The financial strategy is embedded in our 10-year Financial Plan and throughout this Plan. It sets the parameters within which Council agrees to operate to maintain acceptable financial outcomes over the short, medium and long-term.

Addressing our financial challenges

Over the next 10 years we will face many challenges that require strong financial leadership and solutions to overcome them. Many of the long-term challenges identified in previous Council Plans are still critical and relevant for this Council Plan, however changing economic conditions including high inflation and global economic uncertainty has created new challenges for Council.

There are eight key long-term challenges outlined in Volume One that must be addressed to achieve our community's vision for Port Phillip. Challenges include addressing the economic, social and health disadvantage experienced by some in our community. Responding to the needs of diverse groups of customers and ensuring that in shifting towards greater use of technology we are not inadvertently exacerbating the digital divide. Climate change is a continuing challenge that requires investment in assets and changes to how we deliver our services and work with our community and partners. The

long-term impacts associated with COVID-19 continue to affect many in the City of Port Phillip and the operations and finances of Council were not immune. A significant challenge over the next decade will be continuing to help our community not only recover but rebuild and become more resilient to future economic shocks.

Pre-COVID, it was projected that between 2020 and 2041 Port Phillip would see a 50 per cent increase in population. Given the events of 2020 and the COVID-19 pandemic, we expect this rise may be slower than originally projected. However, it's still important to plan for this growth given the increased demands for everything from access to open space to community services. We must also continue to undertake planning for transport, parking and mobility. While patterns have changed due to COVID-19, there is no doubt that transport, parking and mobility are among the most critical issues for our community. More household waste is being generated in our City, which means extra costs to Council

and the growing importance to divert more waste from landfill. Service costs are expected to increase significantly over the next few years, and we will also be required to implement access to a four-stream waste services by 2030.

When responding to these challenges and continuing to deliver the services our community value, we need to keep rates affordable (as measured by the rates cap) despite pressure on other revenue sources and key service and construction costs growing faster than the rates cap. It is also essential that we increase investment to address growth, ageing assets and climate change. Without action, the financial plan forecasts a cumulative \$76 million funding gap.

We closely monitor the affordability of services and recognise ongoing community concerns about the financial impact of rates and the cost of other essential services. We are not planning to apply for a rate increase above the rates cap over the life of the financial plan.

We plan to balance the budget, manage the impact of rates capping and transform our City by adjusting the following strategic levers.

Strategic Lever 1:

Delivering efficiency and cost savings

The community's expectation for better value in Council service delivery has been reflected in Council's decision-making. Council has recently launched several initiatives to ensure that its services are delivered in the most efficient and effective manner possible. These initiatives include a one-off Councillor-led Cost Review Program and the ongoing successful drive for efficiency savings, resulting in operational savings of \$2.1 million (\$1.1 million ongoing and \$1 million one-off in the portfolio) adding to the \$3.8 million of permanent savings delivered since Budget 2021/22 and \$12.6 million delivered over the four budgets of the previous Council. Cumulative savings since the introduction of rates capping in 2016/17 are more than \$91 million. These initiatives have been supported by improved capability in Council planning, process improvement and project management.

Over the life of the financial plan, we will target efficiency savings equivalent to one per cent (approximately \$1.8 million) of operating expenditure (less depreciation) per annum. Cumulative savings are expected to be \$82.8 million over the 10-year period. Key initiatives to deliver these savings include an ongoing service review program to better define our service requirements and target support and describe our commitment to better-practice procurement and asset management, the sale of surplus properties and investment in business process and system improvement.

We are investing in replacing our outdated technology to ensure our services still are relevant, convenient and responsive to our community, while maintaining our face-to-face service delivery. We expect to see a more efficient organisation that addresses the issues associated with ageing legacy systems (limited integration, system inflexibility to cater for fast-changing business needs, data quality and duplication issues). The efficiency and financial benefits will outweigh the initial investment, which has been embedded into the 10-year period.

Strategic Lever 2:

Appropriate use of borrowings and reserves

We will consider borrowings for property acquisitions, large capital works or operating projects that provide intergenerational community benefit, and initiatives that deliver sufficient revenue streams (including financial savings) to service the debt. Borrowings will not be used to fund ongoing operations. We have no current debts outstanding (noting some finance lease liabilities). Borrowing will be reviewed annually as part of the budget process and as needed for significant projects.

We maintain general reserves at levels sufficient to ensure operational liquidity and for contingencies. Reserves may be built up over time to part-fund large capital works or appropriate operating projects where this is considered more efficient than the use of debt. The financial plan includes using general reserves as an internal source of borrowing for projects that will benefit future generations or projects that pay for themselves over the long-term, such as the energy efficient street lighting upgrade on major roads.

The plan allocates five per cent of Fishermans Bend derived rates to the Municipal Growth Fund to be invested in Fishermans Bend. Due to risk of funding shortfalls for the development of Fishermans Bend, additional provision of \$7 million will be set aside in the Municipal Growth Fund over the 10 years.

We will continue to use open space contributions for investment in parks and foreshore open space assets. This will include strategic property acquisitions for additional open space.

The financial plan also includes a progressive repayment of the works at St Kilda Marina using the St Kilda Marina and Foreshore Reserve. This will be funded from significantly increased rental returns following the successful leasing process, to ensure funds are available to maintain the foreshore precinct over the long term. This arrangement is like the Palais Theatre Reserve implemented in the previous Council Plan.

Over the next four years we are forecasting a net drawdown of \$50.5 million from reserves (excluding project deferrals).

Strategic Lever 3:

Careful management and prioritisation of expenditure

We undertake a rigorous and robust budget setting process each year, including a line-by-line review of operating budgets and proposed projects to ensure alignment with strategic priorities and best value. Performance is monitored closely throughout the year with forecasts updated monthly.

In addition to disciplined budget setting and expenditure monitoring, the financial plan strategy provides \$5.3 million per annum for operating projects including cloud-based technology that will be recognised as operating expenditure. Some years may be higher where benefits justify increased investments.

Our focus on improved asset management sees investment prioritised on assets most in need of intervention rather than those in relatively good condition. This means there will be an increase in spending on buildings and drainage over the 10-year period of the plan, partially offset by reducing road and footpath renewal budgets.

Strategic Lever 4:

Setting fair and appropriate user charges

The annual budget process includes a thorough review of user charges to ensure they remain affordable, fair and appropriate. We believe that those who directly benefit from, or cause expenditure should make an appropriate contribution to the service, balanced by the capacity of people to pay.

Budget 2023/24 includes waste charges separated from the general rates which aligns with the user-pays principle for private benefits and direct waste services such as kerbside collection, communal waste services, hard waste and Resource Recovery Centre operations. A tiered pricing structure is used to recognise the convenience of kerbside collection service compared to communal hubs. Pricing for bin sizes and rebates will be set to ensure a fairer outcome.

Despite the high inflation forecast of 4.5 per cent, most fees increased by 3.75 per cent in Budget 2023/24. Benchmarking with surrounding municipalities and relevant industries is performed annually, which resulted in no increase to the gallery hire fee to encourage use. Where possible, we aim for service cost recovery, such as childcare fees increasing by 4.6 per cent (rounding), to recover as much of the direct cost of the service as possible while ensuring compliance with National Competition Policy. We also balance the public versus private benefits in our decision-making.

The financial plan assumes high-level planning for future increases linking Council user charges to the rates cap plus 0.25 percentage points. The application and impact of this policy setting will be reviewed annually to ensure affordability and fairness.

Rates assistance

We recognise the impact municipal rates and other charges have on financially disadvantaged groups in our community. In addition to our commitment to keeping rates affordable, we offer assistance packages including:

- An increase to general rates of only 2.8 per cent, which is 0.7 per cent lower than the rates cap of 3.5 per cent set by the Victorian Government and 1.7 per cent lower than forecast inflation (based on 4.5 per cent inflation for 12 months – June 2022 to June 2023). This is in recognition of the cost-of-living pressures that our community are facing and is funded from favourable 2022/23 cash surplus.
- A lower rates rise helps to provide ongoing financial relief to our community. This is because whatever rate rise may follow in the future, will be calculated on the lower base rate.
- A Council-funded pensioner rebate (maximum) of \$210 in 2023/24 increasing by 5 per cent. The City of Port Phillip is one of very few councils offering this scheme.
- An option for self-funded retirees to defer their rates indefinitely at half the official penalty interest rate set by the Victorian Government (five per cent for the 2023/24 financial year).
- One-off waiver of a maximum of \$750 on application to the Chief Financial Officer in cases of extreme financial hardship.
- Providing a 50 per cent waiver of the general rate for housing accommodation that provides reduced rentals for older persons of limited means.
- Support for residents and ratepayers experiencing hardship through rate deferrals and payment arrangements.

Financial risks

The financial plan achieves financial sustainability over the next 10 years. However, Council faces several financial risks that could impact short-term financial performance and financial sustainability over the longer-term, such as:

Risk	Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Fishermans Bend funding gap	Almost certain	Extreme	●	Officers actively involved in the funding plan. Council will only be the development authority at an individual project basis where the project funding risk to Council is considered immaterial. Reserve increase by \$7.5 million to \$15 million	●
Windfall gains tax (re-zoning)	Possible	Moderate	●	Fishermans Bend rezoned prior to introduction of Windfall Gains Tax (depot sites). Council only impacted where Council-owned land across municipality is rezoned. Not many parcels have potential to be rezoned.	●
Waste sector disruptions and changes to Environment Protection Authority (EPA) landfill levies	Possible	Major	●	Council introduced a separate waste charge as part of the 2022 rating strategy review informed by the Don't Waste it! Waste Management Strategy. Council will continue to monitor our waste cost to ensure the waste charge remains affordability.	●
Site contamination on Council land (owned and managed)	Almost certain	Major	●	Council endorsed Site Contamination Management Policy. Proactive assessment of land over which Council has management or control will inform planning of works and assist in the prevention of major financial impacts.	●
Rates cap lower than Consumer Price Index (CPI)	Possible	Major	●	A 0.1 per cent lower than the CPI = \$130,000 per annum. A 1 per cent reduction in the first year (2022/23) will reduce rates income by \$15 million over the life of the 10-Year Financial Plan. Our financial strategy will be reviewed, and financial levers adjusted to ensure financially sustainable.	●
Lower property development growth than projected	Possible	Major	●	Our financial strategy will be reviewed, and financial levers adjusted to ensure we are financially sustainable.	●
Construction costs due to high levels of construction works	Likely	Moderate	●	The Australian and Victorian Governments are heavily investing in local infrastructure in the short-to-medium terms likely to impact on construction costs. Officers are factoring the additional costs in developing budgets.	●
Future unfunded defined benefits superannuation call occurring	Unlikely	Moderate	●	Superannuation Board monitors the Vested Benefits Index on a quarterly basis to avoid material shortfall calls. Some cash reserves can be drawn down in the short-term and replenished over the long-term.	●

Risk	Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Workcover Scheme wind up and residual liabilities	Likely	Moderate	●	Officers are in contact with Municipal Association of Victoria (MAV) on the status of the Workcover Scheme. Council has some reserve that can be used to cover short-term calls.	●
Building Act changes and Municipal Building Surveyor (MBS) transfer of responsibility	Possible	Moderate	●	Officers alongside M9 are advocating against this.	●
Enterprise Agreement negotiations	Possible	Major	●	Risk that future Enterprise Agreements are above rate cap.	●
Resource Centre upgrade or relocation	Likely	Major	●	Officers are developing options which will be considered as part of the next year budget process.	●
Kindergarten reforms	Almost certain	Moderate	●	Officers will continue to monitor, evaluate and report to Council on the performance of both Council managed and community managed centres and the impacts of these reforms including the planned responses. Noting the ongoing impact of staff shortages	●
Legal liabilities with associated financial risk	Possible	Major	●	Council is managing a number of contractual disputes for defective construction works and debtor recovery. Each claim is being managed carefully for both reputation and financial risk.	●
Aged care reforms	Almost certain	Moderate	●	The Australian Government is undertaking aged care reform. Whilst some reforms have already affected residential care, for in-home care the future state is uncertain. Changes will require long-term service planning, community consultation and engagement and Council direction.	●

● Low ● Medium ● High ● Catastrophic

Notwithstanding these risks, our sound financial position with low levels of borrowing and healthy reserves balance provides us capacity to respond to these financial risks if they arise in the 10-year period. If necessary, we can also apply to the Essential Services Commission (ESC) for an above rates cap increase.

Given the increased short-term economic uncertainty, the Budget 2023/24 cash surplus of \$0.87 million is greater than our long-term target of \$0.5 million.

Monitoring our financial sustainability

We use the Victorian Auditor General's Office (VAGO) financial sustainability indicators to monitor our financial sustainability. Our financial strategy is designed to ensure an overall low risk rating over the period of the plan unless we can show it is prudent not to (for example, one-off abnormal transactions that do not have an enduring impact). We are forecasting that we will achieve an overall risk rating of 'low' throughout the 10-year period.

Our 10-Year Financial Plan

Overview and context

Financial sustainability is a key objective for Council, as a sound financial base is needed to continue to deliver valued services to the community and look after our \$3.6 billion worth of community assets. The 10-Year Financial Plan supports Council achieving financial sustainability, particularly in the face of the significant challenge posed by rates capping. The financial plan also provides the context within which we formulate the Council Plan, including our long-term plan and budget and enables us to plan for the financial impacts of growth.

The financial plan shows the long-term financial implications of Council's revenue and expenditure projections. It is prepared and revised annually to reflect our changing operating environment, including considering information gathered internally and the significant external factors that impact on Council at any point.

Key outcomes of the Financial Plan

Identifying the impact of rate capping

We recognise community concern about the affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure. The community's expectation for better value in service delivery has been reflected in our decision-making. We continue to implement initiatives to ensure our services are delivered in the most efficient and effective manner possible. This includes a successful drive for efficiency savings. Permanent operational savings of \$1.1 million for Budget 2023/24 have been identified in addition to \$1 million of one-off portfolio savings. This builds onto the \$3.8 million ongoing savings identified since Budget 2021/22.

The Victorian Government has responded to community affordability concerns by capping rate increases from 2016/17. This plan shows the significant impact that rate capping will have on our financial position and the use of financial levers to ensure financial sustainability.

The rates cap in 2023/24 is 3.5 per cent (despite the Department of Treasury and Finance projecting inflation at 4 per cent), but beyond 2023/24 is still highly uncertain. The Essential Services Commission (ESC) recommended the rates cap be set at a level that reflects movements in the Consumer Price Index (CPI), however this year the rates cap was set lower than inflation.

The financial plan assumes a rates cap based on inflation.

The impact of rate capping is quantified as an accumulated challenge of \$76 million over 10 years. This is a major challenge for us (and the sector as a whole) that will require fundamental changes to the way we operate. Our approach to managing this challenge is outlined below.

Financial challenge (rate capping)

Initiatives to improve our efficiency and effectiveness will position us favourably to manage this challenge. However, the medium-to-long-term size of rate capping will require fundamental review of the sustainability of our operations.

A 'business as usual' approach will not be sufficient to meet the rate capping challenge. We will need to consider:

- opportunities to further reduce our cost base without affecting service levels (such as efficiencies identified through process, procurement, and project planning and delivery improvements)
- ensuring that user fees and charges reflect the benefit that individual community members receive (that is, rates funding is not unreasonably subsidising services that provide private benefit)

- service delivery options, including changes to the way services are targeted and delivered and consideration of service level reductions in areas of lower strategic priority
- applying to the ESC for rate increases above CPI, where those increases are justifiable to the community
- a prudent and fiscally responsible approach towards the use of new debt for strategic property acquisitions, funding community capital works or operating projects that will provide intergenerational community benefit, and initiatives that deliver revenue streams to repay debt
- using reserves where right to invest in one-off new or improved assets where this is considered more efficient than debt.

Other aspects of the financial plan, such as expenditure and other revenue, are currently based on 'business as usual' planning.

See the Financial Statements section for details.

Rates cap consistent with the ESC methodology

	2023/24	2024/25	2025/26	2026/27	2032/33
Rate increase	2.8%	2.6%	2.5%	2.5%	2.4%
Accumulated rate capping challenge (\$million)	(\$0.0)	(\$2.6)	(\$6.6)	(\$12.2)	(\$82.8)

Growth in Port Phillip

We are continuing to invest in planning for growth in the municipality, including Fishermans Bend, to ensure that service outcomes meet the expectations of current and future generations.

We are working closely with the Victorian Government to deliver a package of work in the Montague Precinct of Fishermans Bend, where development is occurring first. This plan includes financial outcomes from works agreed with the Victorian Government and known proposals only.

The Victorian Government is currently preparing an Infrastructure and Development Contributions Plan for Fishermans Bend that will outline future investment needs and funding sources. Due to the uncertainty of the future investment profile, no further investment has been incorporated in this plan, beyond the immediate proposal for the Montague Precinct. We will update our financial planning for Fishermans Bend as new information becomes available.

Population growth in our City will drive an increase in urban density. Our road network for cars, which is at capacity and cannot be increased, will see increased congestion as our population grows.

Climate change and renewing community assets

We own and control a wide range of assets from land and buildings to roads, drains, footpaths and open spaces. The written down value of our fixed assets is \$3.6 billion and is largely the product of investment by prior generations of residents. Consistent with the trend across the local government sector, we are facing escalating costs to maintain and renew our ageing asset base.

Much of the City is only one to three metres above sea level and therefore vulnerable to the impacts of climate change. Flooding of coastal properties and public amenities, storm damage to infrastructure and beach erosion are examples of climate change impacts. To mitigate this, upgrades and renewal of assets will need to be designed and built to suit.

This means additional costs. This plan reflects increasing renewals expenditure due to an expanding asset base, and cost escalation for delivering renewals and mitigating against the impacts of climate change.

A major focus is continued improvements to our asset planning and management capability. Insufficient investment in asset renewal will result in assets deteriorating much faster than necessary, adding costs in the long run and potentially compromising service levels.

Our City needs to be environmentally sustainable and to minimise our waste output. We are already experiencing the impacts of climate change, and we can expect increased flooding of coastal properties and public amenities, storm damage to infrastructure, beach erosion, decreased water quality and security of water supply, reduced summer outdoor activities and hotter urban spaces.

Changing environmental conditions may challenge some members of our community to stay healthy and safe, and this will have an impact on Council services. We will invest to ensure a sustainable future for our City by creating:

- a City that is greener, cooler and more liveable
- a City with lower carbon emissions.
- a City that is adapting and resilient to climate change.
- a City that is water sensitive with a sustained reduction in waste.

Impacts of Australian and Victorian Governments legislation and policies

The transfer of responsibilities and costs from other levels of government has been well documented and continues to be a significant issue. Types of 'cost shifting' and additional taxes include the following:

- Environment Protection Authority (EPA) increasing the landfill levy by 91 per cent over a three-year period from \$65.90 to \$125.90 (2022/23) per tonne. 2023/24 assumes an 8 per cent (almost double inflation) or \$10 increase to \$136.
- Significant increase to WorkCover industry rates directly impacting Council workcover premium (Victorian Government) estimated over \$0.6 million per annum.
- Indirect impact of government policies that formally or informally transfer service responsibility. For example, we currently allocate resources to support social housing (\$500,000) a public policy area that in many respects should be the responsibility of federal and state governments.
- Introduction of the congestion levy, which is being partly funded by a contribution of rates revenue to mitigate the significant negative impact on visitation and trade in the areas where the levy applies (in addition to an increase in parking fees).
- Additional capital expenditure needed to ensure our buildings are compliant with the **Disability Discrimination Act and Building Code 1992**.
- Heightened awareness of acts of terrorism in public places require stricter emergency management resourcing. Greater proactive capital investments such as bollards and CCTV may be required to keep our community safe.
- The new **Environment Protection Amendment Act 2018** includes the introduction of new compulsory duties to report contamination to the Victorian Environment Protection Authority and manage site contamination. Council officers are working to develop a site contamination risk assessment matrix and determine its financial impact.
- Legislation imposed on Council to perform swimming pool audits.
- Amendments to the **Road Management Act 2004** shifts the responsibility of bridges to be maintained and renewed by Councils. The updated 10-year Financial Plan has an \$4.7 million capital expenditure on Broadway Bridge renewal. Other bridges are to be renewed based on the Asset Management Plan.
- **Electrical Line Clearance Regulations 2020** requirements (tree pruning and other engineered solutions to stop occurrence of fire from electrical line).

Financial outcomes

Our decision-making reflects principles of sound financial management. This Plan assesses our financial performance using key financial indicators. Refer to the Measuring Performance section for details.

Cash surplus/deficit

This is a measure of the cash inflows from all sources of revenue and the cash outflows for all expenditure (capital and operating expenditure). The Financial Plan presents a balanced budget over the 10-year horizon. It is important to note that we will have to make significant financial savings to meet the rate capping challenge (quantified as \$82.8 million over 10 years).

Borrowings

We have the capacity to borrow up to \$94 million and still achieve a low-risk rating by Victorian Auditor General's Office (VAGO) financial sustainability risk assessment. We have no debt other than some finance lease liabilities as part of our financing strategy. It is likely that investing for growth will require the prudent use of borrowing, particularly as Council will be contributing to Fishermans Bend projects.

Working capital

This is a measure of current assets to current liabilities (our ability to pay existing liabilities that fall within the next 12 months). The Financial Plan expects this measure to stay well above 100 per cent, peaking at 351 per cent and dipping to a low of 190 per cent.

Infrastructure renewal gap

The infrastructure renewal gap ratio measures spending on existing assets through renewal and upgrade compared to depreciation. A ratio of 100 per cent or higher shows that spending on existing assets is moving at a faster rate than asset deterioration. The Financial Plan forecasts significant investment in existing assets over the next 10 years, achieving a renewal gap ratio between 127 per cent and 220 per cent. With aging stock our divestment and investment into this portfolio is essential to meet future community needs.

The need for upgrades is driven by safety (the Building Code of Australia under the Building Act 1993) and accessibility (Disability Discrimination Act 1992). Council's enterprise asset management plan and asset portfolio plans provide further details of the assets we have, with the funding and renewal ratios required to continue to enable the services the asset provides.

Financial sustainability

Despite being in a relatively strong financial position, rate capping presents a significant threat to our financial sustainability. To manage this challenge, we continue to consider the principles of sound financial management prescribed in the Local Government Act 2020:

- Prudently manage financial risks related to debt, assets and liabilities and alignment to council plan and strategies.
- Provide reasonable stability in the level of the rates burden.
- Consider the financial impacts of Council decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

We use the VAGO financial indicators to measure financial sustainability risk. Our strategy is to ensure we achieve an overall low risk rating. As demonstrated below, the VAGO financial indicators over the Financial Plan show we are financially sustainable.

VAGO financial indicators

	Budget	Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
INDICATOR Net Result %										
INDICATOR TARGET Greater than 0 %	6.3%	4%	4.8%	4.7%	4.9%	5.4%	5.2%	5.2%	4.7%	5.5%
INDICATOR Adjusted underlying result										
INDICATOR TARGET Greater than 5 %	3.3%	0.5%	0.8%	0.9%	1.2%	2.2%	2%	2.4%	2.6%	2.8%
INDICATOR Working capital										
INDICATOR TARGET Working Capital Ratio >100 %	397%	351%	302%	226%	190%	193%	199%	208%	211%	216%
INDICATOR Internal Financing										
INDICATOR TARGET Net cash flow from operations to net capital expenditure >100 %	203%	77%	73%	66%	81%	118%	121%	125%	119%	119%
INDICATOR Indebtedness										
INDICATOR TARGET Indebtedness ratio <40 %	1.2%	1.3%	1.6%	1.5%	1.5%	1.5%	1.4%	1.4%	1.4%	1.4%
INDICATOR Capital Replacement										
INDICATOR TARGET Capital to depreciation >150 %	130%	267%	287%	294%	241%	168%	162%	156%	159%	164%
INDICATOR Infrastructure renewal gap										
INDICATOR TARGET Renewal and upgrade to depreciation >100 %	102%	199%	220%	151%	195%	136%	131%	127%	128%	133%
INDICATOR Overall financial sustainable risk rating	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low

Financial principles

We also use our own principles to support financial sustainability, which aim to ensure continued operating viability, sustainable funding of assets and the ability to absorb the impact of unexpected budget shocks.

Financial principle	Measure
<p>ONE</p> <p>Council will have fair, affordable and stable revenue and financing mechanisms.</p>	<ol style="list-style-type: none"> 1. Funding is prioritised towards achieving Council strategies and priorities and in accordance with key policies. 2. The distribution of costs and revenues is to be fair and reasonable with a level of consistency in treatment. 3. The capacity of people to pay will be considered in determining the appropriate mix of funding mechanisms. 4. Where benefits from an investment are to be enjoyed by future generations, those future generations should contribute to the cost. 5. Those who directly benefit from, or cause expenditure will make a contribution towards funding it. 6. Funding mechanisms will be transparent, practical to implement and not involve unreasonable transaction costs. 7. Growth in universal services will be funded through growth in rates and the broader revenue base associated with growth. 8. Rate revenue will remain at a stable percentage of total underlying revenue (target between 60 per cent and 65 per cent of total underlying revenue) and other revenue will be strengthened over the medium term to reduce reliance on rate revenue.
<p>TWO</p> <p>Council will have an ongoing sustainable and balanced budget, and ideally a small cash surplus</p>	<ol style="list-style-type: none"> 9. Expenditure on operating activities will be in line with, or lower than, income from operating activities, producing a surplus. Any surplus achieved will be used to repay debt or carried over to subsequent years. 10. Net cash outflow from operational, capital and financing activities will be in line with, or lower than, cash inflow from operational activities, producing a cash surplus. A positive cash surplus balance in any budgeted year is targeted. 11. Net cash flow from operations is to generate sufficient cash to fund capital works over the long term. Internal financing ratio to be greater than 100 per cent.

Financial principle	Measure
<p>THREE</p> <p>Council's asset base will be maintained, enhanced and expanded.</p>	<p>12. The total pool of assets will increase in value each year – excluding the effect of any revaluation adjustments and sale of assets of lower strategic value.</p> <p>13. Capital expenditure compared to depreciation is to be greater or equal to 150 per cent over a medium to long-term planning horizon.</p> <p>14. Assets will be managed in accordance with community need, optimum utilisation and long-term efficiency.</p> <p>15. Capital expenditure on existing assets (asset renewals and upgrades) will be higher than depreciation over a medium-to-long-term planning horizon.</p>
<p>FOUR</p> <p>Capital will be managed in the most efficient manner possible.</p>	<p>16. General reserves will be maintained at levels sufficient to ensure operational liquidity. Working capital liquidity ratio (current assets compared to current liabilities) is to be at least 100 per cent.</p> <p>17. Council will consider borrowings for property acquisitions, large capital works or operating projects that provide inter-generational community benefit, and initiatives that deliver sufficient revenue streams to service the debt.</p> <p>18. Prudent use of debt shall be subject to achieving:</p> <ul style="list-style-type: none"> ◦ indebtedness ratio (non-current liabilities compared to own source revenue) below 40 per cent ◦ loans and borrowings compared to rates below 70 per cent ◦ loans and borrowing repayments compared to rates below 20 per cent. <p>19. Reserves may be built up over time to enable part funding of periodic large capital expenditure items where this is considered more efficient than the use of debt.</p>
<p>FIVE</p> <p>Council will proactively develop and lead an efficient and effective organisational culture.</p>	<p>20. To deliver better value to our growing community, we will support developing policy and practice in the workplace to increase organisational innovation, effectiveness and efficiency.</p> <p>21. The organisation will target delivery of productivity and efficiency savings one per cent of operating expenditure less depreciation per annum.</p>

Revenue and rating strategy

In addition to our principles of sound financial management, financial decision-making is guided by key strategies.

Rating Strategy 2022–25

Our main revenue source is assessment rates on properties in the municipality. Our rating strategy is supported by the following principles:

- Rates are levied in accordance with a ratepayer's capacity to pay as measured by the Capital Improved Value (CIV) of property owned within the municipality. Rates levied are therefore directly proportional to the CIV of individual properties. Other measures such as concessions, deferral of rate payments and other discounts to fees and charges will be applied to address equity and access issues.
- Higher differential rates will be set for commercial and industrial properties than residential properties due to their greater capacity to pay based on taxation benefits and higher rental yields.
- Consistent with our rating principles to manage the impacts of change, any major differential rating changes will take into consideration the annual general property valuation and demographic changes as part of the budget development process.
- We do not have a municipal charge because such a charge would increase the rates burden on ratepayers who have a lower ability to pay.
- A tiered waste service charge structure has been set for all rateable assessments to recover the cost of waste services that are direct and or private benefits (such as kerbside collections, communal food garden and glass recycling, hard waste collection, and Resource Recovery Centre operations). The waste charges include a tiered pricing structure recognising the key service differences between private kerbside collection and communal services (multi-unit dwellings will have shared common bins therefore will be treated similarly to communal service). It will include a mix of concessions, bin sizes, and exemptions to influence community behaviour, and ensure equitable outcomes in the community.
- Special rates are levied against retail tenants in various shopping precincts and this rate income is then distributed to centralised trader associations to spend on improving the shopping strip for the benefit of all traders.
- Rate concessions are available for recreational land and pensioners. We are one of only a few councils that provide a pensioner rate rebate in addition to the Victorian Government pensioner rate rebate.
- Self-funded retirees are entitled to request a deferral of their rates indefinitely at a discounted interest rate. People experiencing financial hardship may also, subject to application and financial assessment, access this benefit.

Non-rate revenue strategy

Our non-rate revenue strategy is supported by the following principles:

- Universal services are funded from the broadest forms of income – rates and parking revenue.
- User fees are reviewed annually part of the annual budget process to ensure affordability and equity. A general increase of rates cap plus 0.25 per cent is proposed in line with our financial strategy.
- Fees for subsidised services provided by Council in a market, such as childcare and aged care, will be based on a clearly articulated policy position. To achieve equitable outcomes, these services will be funded through a mix of user charges, government grants and rates.
- Specific individual regulatory services such as, but not limited to, animal licences, parking permits and planning permits will be funded, where possible, through user charges (some may be set by statute) and otherwise through rates.

- Council will pursue grants where possible. Being an inner metropolitan council and with a relatively sound financial position, we are unlikely to see a significant boost to grants revenue. Advocacy is a key focus in seeking to access grants where relevant.
- Developer contributions (cash or land) are currently set at eight per cent of site value for Fishermans Bend Urban Renewal Area and five per cent for the rest of the municipality. We will review and consider a new Development Contribution Plan where appropriate. This is an important source of funding for investments in parks and foreshore open space assets.
- In accordance with our Property Policy, rent will be charged at market value for commercial properties. Peppercorn (minimum) rent may be charged to community groups that use Council properties to deliver
 - a) community services aligned with Council's goals and priorities;
 - b) significant community benefit to the City;
 - c) have no capacity to generate income.
- We will invest the community's funds in accordance with the Act and our Investment Policy. Our investments with authorised deposit institutions will balance the objectives of capital preservation, maintenance of liquidity, investment return targets and corporate social responsibility. We aim to achieve average yield at the 90 day bank bill swap rate plus 50 basis points.

Our borrowings strategy

Our borrowings strategy is supported by the following principles:

- Borrowings will not be used to fund ongoing operations.
- A prudent and fiscally responsible approach will be applied in considering any proposals for new debt to deliver our objectives.
- Where debt is increased, the servicing costs ideally need to be funded from future revenue streams or cost savings that can be expected from the investment of the funds raised.
- Borrowings are also appropriate for funding large non-recurrent capital works or operating projects that can be expected to provide benefits to future generations.
- Debt will be managed as part of an efficient capital management policy and repaid when it is prudent to do so.

Our asset management approach

Our asset management approach (refer to the section titled Council's Asset Management Framework) is supported by our Asset Management Policy which seeks to achieve the following outcomes:

Fit for purpose: assets will deliver agreed levels of technical service to the organisation and community in terms of function (including safety and accessibility), condition, and capacity.

Community benefit: Council will innovatively use its asset base to support the social, cultural and economic wellbeing of the community.

Environment sustainability: assets are planned and developed to incorporate climate resiliency and mitigate our environmental impact.

Financial sustainability: asset management decisions and practices ensure the council has the funds to look after, improve and grow its assets for current and future generations.

Advanced practice: Council will demonstrate advanced asset management practice including the use of smart technology to optimise decisions and performance.

Financial resource planning assumptions and risks

Financial assumptions

The Financial Plan is updated annually following a review of internal financial results and changes in the external environment. Following this, scenario analysis is performed to test key assumptions and to prepare a 10-year forecast that best represents our expected financial performance given those assumptions.

The financial information used for 2023/24 (the base year) is based on the March 2023 forecast. The revenue and expenditure associated with growth has been separated from all other activities for the purposes of this Financial Plan. The assumptions associated with growth are included in the 'Planning for growth' section.

The following table provides a detailed explanation of planning assumptions. The Financial Plan outcomes are disclosed in the financial statements section.

Indexation factors % movement	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Consumer Price Index (CPI)	4.5%	2.6%	2.5%	2.5%	2.5%	2.4%	2.3%	2.3%	2.4%	2.4%
	Base on the most recent forecast from Deloitte Access Economics Business Outlook for the Victoria.									
Rates cap – Essential Services Commission (ESC) recommended methodology	3.5%	2.6%	2.5%	2.5%	2.5%	2.4%	2.3%	2.3%	2.4%	2.4%
	There remains some uncertainty regarding the level of the rates cap in future years. For the purposes of the Financial Plan, Council has used forecasts from the Deloitte Access Economic Business Outlook for the Consumer Price Index (CPI). Noting that in 2023/24, rates will only increase by 2.8 per cent, which is 0.7 per cent lower than the rates cap and 1.7 per cent lower than forecast inflation (based on 4.5 per cent inflation for 12 months -June 2022 to June 2023). This is in recognition of the cost-of-living pressures that our community are facing, which is funded from favourable 2022/23 cash surplus.									
Growth in the rate base	1.3 per cent per annum based on latest population growth data from Profile ID and Fishermans Bend Taskforce adjusted for uncertainty due to COVID-19 for the next three years between 50 per cent.									
Waste charges revenue	9.1%	6.4%	3.4%	3.8%	4%	4%	4%	3.9%	3.9%	3.9%
	Based on cost recovery of direct waste services and private benefits including kerbside collection, communal waste services, hard waste and Resource Recovery Centre operations. Greater increase in 2023/24 due to full year roll-out of Food and Garden Organics (FOGO) and glass recycling. Direct waste costs likely to increase above CPI.									
Parking revenue	Growth in paid parking capped at CPI assumption. Parking infringement notices capped at 2 per cent due to high variability in infringement volumes									
User fees and charges	User fees and charges is linked to rates cap plus 0.25 percentage points per annum.									
Open space contributions (developer)	2023/24 based on developments on hand. Outyears approximately \$4.1 million per annum excluding Fishermans Bend. The Funding and Financing Plan for Fishermans Bend, which may include a Development Contribution Plan, will alter high-level forecast open space contributions based on growth data.									
Government grants	Ongoing grants steady with CPI indexation. Capital grants are based on known funding. Outyears are set at a minimum of \$2.13 million adjusted for CPI indexation.									
Interest income	4.75%	3.2%	3.1%	3%	3%	3%	2.9%	2.8%	2.8%	2.8%
	Budget 2023/24 based on current average investment earnings. Outyears based on the most recent forecast from Deloitte Access Economics Business Outlook 90-day bank bill swap rate plus 50 basis points.									

Indexation factors % movement	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Employee costs	3.1%	2.5%	2.5%	2.5%	2.5%	2.4%	2.3%	2.3%	2.4%	2.4%
	Current Enterprise Agreement (EA) ends at end of financial year 2024/25. The plan assumes EA linking to rates cap in out-years.									
Contract services, professional services, materials and other expenditure	Most contract increase at on 1 July based on full financial year to June inflation. Budget includes a 4.5 per cent CPI indexation assumption. Noting that some contractors are indexed by specific contractual agreements.									
Bad and doubtful debts	Long-term parking infringement debts are lodged and managed by Fines Victoria. Bad debt write-off linked to infringement income and historical collection rates.									
Utility costs	Electricity charges reflect rates per Melbourne Renewable Energy Project contract. Utility charges impacted by variables inclusive of demand charges, network charges, weather, utilisation, offset by the benefits from our investment in efficiency street lighting upgrades.									
Service growth	The cost-of-service growth is equivalent to the increase in rates revenue attributable to increase in the rates base (that is, it is assumed that the benefit of new assessments is wholly offset by the cost to service them).									
Depreciation	Continued work on improving our asset condition data will see lower depreciation. Depreciation will increase as a product of new assets being created consistent with the planned capital program.									
Operating projects	Total operating projects to be capped to \$5.3 million from 2025/26 and increases by annual CPI, unless externally funded.									
Capital projects	Capital projects consistent with the detail planned over the long-term Financial Plan. Annual capital project budgets will target renewal gap ratio greater than 100 per cent and capital replacement ratio greater than 150 per cent.									
Borrowing	We will consider borrowings when reviewing and developing the Council Plan and Budget. The prudent use of borrowing is to be consistent with our principles of smoothing out major financial shocks, intergenerational significant projects and for growth related capital projects.									
Reserves	<p>The use of reserves remains consistent with past practice. This includes the following assumptions:</p> <ul style="list-style-type: none"> • Open space receipts-based four-year average. However, a conservative assumption has been applied to take into account economic indicators and development approvals. Outgoings are based on forward Public Space Strategy expenditure. • Sustainable transport reserve receipts to be relatively steady adjusted for CPI indexation and outgoings to reflect portfolio delivery. • Where appropriate, unspent capital budgets during the financial year will be quarantined to the asset renewal reserve to fund future capital portfolio investments. • Five per cent of Fishermans Bend derived rates income to be quarantined to the municipal growth fund for Fishermans Bend investments. 									

Financial risks

There are many financial risks that Council must mitigate to remain financially sustainable. One of the most significant financial risks is the impact of rate capping. Our sound financial position with low levels of borrowing and a healthy reserves balance will enable us to respond to these financial risks over the 10-year period. If necessary, we can also apply to the Essential Services Committee (ESC) for an above rates cap increase. The financial risks are consistent with those listed in 'Our Financial Strategy' (above).

Planning for growth

The municipality has forecast population growth over the Financial Plan period estimate 1.3 per cent per annum or approximately 11,000 residents. Council is continuing to invest in planning for growth across the municipality, to ensure that service outcomes meet the expectations of current and future generations. Fishermans Bend is expected to provide over 50 per cent of the outlook period forecast growth in the municipality or 14,000 residents. By 2055, Fishermans Bend will have delivered over 60,000 more residents than currently reside in the precinct within our municipality.

The Victorian Government is currently in the process of preparing for developer contributions to fund part of the infrastructure needs for Fishermans Bend. In addition to developer contributions, the Victorian Government and Council will be required to contribute to deliver the residual infrastructure needs of the precinct. Council's contribution to residual infrastructure will be constrained by the rates revenue expected to be generated in Fishermans Bend. Large infrastructure such as trams, trains, schools and regional or precinct scale projects should be fully funded by the Victorian Government with potential contributions from the Australian Government, cognisant that other levels of government are expected to generate taxation receipts (PAYG, GST, land tax, stamp duties) at least 11 times (conservative estimates) the amount of Council rates.

The full impact of residual funding and financing required from Council in Fishermans Bend has not been included due to the significant uncertainty around the responsibility, quantum and timing of capital investments and any future operational and servicing expenditure if and when infrastructure is delivered to Council to manage.

The establishment of a sustainable model for the governance and funding of Fishermans Bend is therefore a priority. There is particular concern that Council must have a role in decision making for Fishermans Bend to influence outcomes and to ensure that projects are financially sustainable and do not become a financial burden on our current ratepayers and into the future. These aspects are likely to be addressed throughout 2023/24.

Council has allocated five per cent of Fishermans Bend rates to the Municipal Growth Reserve to fund growth related Fishermans Bend infrastructure requirements. This is subject to review as part of Council's assessment of the Fishermans Bend funding and financing planning being undertaken by the Fishermans Bend Taskforce. Due to risk of funding shortfalls for the development of Fishermans Bend, additional provision of \$9 million will be set aside in the Municipal Growth Fund over the 10 years.

Council will continue to update its financial planning for Fishermans Bend as new information becomes available.

The proposed development in the Fishermans Bend will create unprecedented financial challenges for Council as it copes with making significant investment ahead of future revenue streams. While work is underway to finalise the Fishermans Bend funding and financing plan, uncertainty remains regarding the timing and extent of Fishermans Bend infrastructure funding that Council will provide.

Council is actively involved in the delivery of projects within Fishermans Bend. Recently completed projects in the area include:

- community facilities and netball courts in a joint development with the construction of the South Melbourne Primary School
- streetscape works needed to make the school safe and accessible
- strategic open space acquisition and the associated remediation and improvement works for Kirrip Park
- construction of a new playground, half basketball court and driveway access at JL Murphy Reserve.

Non-financial resources

Council culture

To strengthen the delivery of the Council Plan, we are reviewing Council's organisational strategy. All activities are viewed through the community's eyes, ensuring delivery of the best possible services, projects and outcomes for our community.

Council staff

Our employees are our key resource. We have a diverse workforce of committed individuals with an extensive range of skills and experience. We aspire to be an employer of choice and to operate collectively as one organisation focused on achieving the Council Plan objectives. To enable this, we are committed to professional development, mentoring, open communication and maintaining a safe and respectful working environment.

In response to the financial challenges we face, a significant investment has been made in building the capability of staff, including to:

- manage and prioritise projects with the support of new processes and systems
- focus on identifying and realising efficiency savings
- achieve better service and financial outcomes through continuous process improvement initiatives
- perform detailed service reviews with an objective of improving overall value
- make more informed asset management decisions
- leverage technology to improve customer service
- undertake long-term planning and performance measurement.





“ Our household is happy to pay rates in return for the range of services that make our community a fair, inclusive and vibrant place to live.

Community’s aspirations
for a Well-Governed Port Phillip
Council Plan engagement 2022



Our asset management framework

Asset management approach

We are custodians of \$3.6 billion (\$3.2 billion net) worth of community assets. This includes land, buildings, infrastructure assets such as roads, footpaths, piers and jetties, underground drainage pipes and pits. Soft assets such as trees and vegetation, art, library books, information technology equipment and other assets that have been acquired over many years are included in Councils asset registers. However, only Infrastructure assets have been included in our current asset plans and modelling. At present, soft assets are accounted for and included in financial budgets only, soft assets will be a future enhancement in our asset models.

A significant portion of the Council Budget each year is spent on looking after, operating, improving, and growing assets. As we are a growing City which must consider rates capping, climate change, demographics changes and in a complex urban coastal environment. We must manage our assets well.

Our vision for asset management is:

“As trusted stewards of Council’s assets on behalf of our community, we will ensure our assets enable the delivery of agreed services that our community values and are sustainable for current and future generations”.

Over the past five years, we have undertaken a significant program to improve Council’s asset management capability and practice. The transformation program has included developing an updated Asset Management Policy, an Asset Management Strategy, an operating model review, implementation of a new integrated asset management system as part of a wider technology uplift across Council, and significant uplift of the data relied on to forecast required expenditure on assets over time.

The Enterprise Asset Management Plan (EAMP) responds to the Local Government Act 2020 requirement for Council to adopt an asset management plan. The EAMP describes the integrated policy, processes and tools (people, process and technology) that are being used by the Council to manage and maintain operational assets at target service levels while optimising life-cycle costs and asset life. It also provides a summary overview of the state of Council’s assets and the 10-year plan for the maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of infrastructure assets.

The EAMP responds to our eight long-term challenges, as well as recovering after COVID-19 pandemic, to help achieve the Community Vision for Port Phillip: “a liveable and vibrant City that enhances the wellbeing of our community”.

The projected operational and capital expenditure detailed in the EAMP has informed the 2023/24 Budget and will be updated to reflect any changes made to the final budget. The proposed expenditure on our assets is designed to achieve Council’s Asset Management

Policy outcomes of assets that are: fit-for-purpose, provide community benefit, respond to environmental sustainability targets and are financially sustainable whilst we implement our continuous improvement program to achieve advanced asset management practice.

This EAMP demonstrates Council's commitment to aligning its system for managing assets to the international Standard ISO 55001: Management System - Asset Management and the National Asset Framework (NAF). Our aim is to achieve an 'advanced' maturity measured by National Asset Framework (NAF) and all requirements to meet ISO 55000 for asset management activities by 2025 and continue maturity improvement where the benefits exceed the costs.

The information used for the EAMP is based on 'medium' level of confidence. All assets are now contained in the One Council integrated asset and financial system, brought online in 2020. The works management component has been configured to capture operation, maintenance and capital cost. This provides an integrated system where all work to assets is uploaded directly into the system, providing real time data on the state of our assets and what has been spent on maintenance, renewal and upgrades.

Continuous improvement is occurring to the One Council system to unlock its full potential by creating further efficiencies, enhanced customer experience and advanced modelling capabilities using the recently introduced Strategic Asset Management (SAM) module.

SAM provides asset and financial modelling which informs the Council's asset plans and our Long-Term Financial Plan (LTFF). The council will have the highest level of confidence in our data with our processes and people optimizing the full functionality of the system by the end of 2024/25, when the system has been embedded and the data is consistent and reliable. The continuous improvement actions resulting from this plan are listed in the improvement plan in section eight.

Ongoing development and review of EAMP will promote the viability and long-term use of assets in line with Council's organisational objectives.

" Sensible, even small, opportunities to walk the dog are preferable than getting in the car and driving to a location.

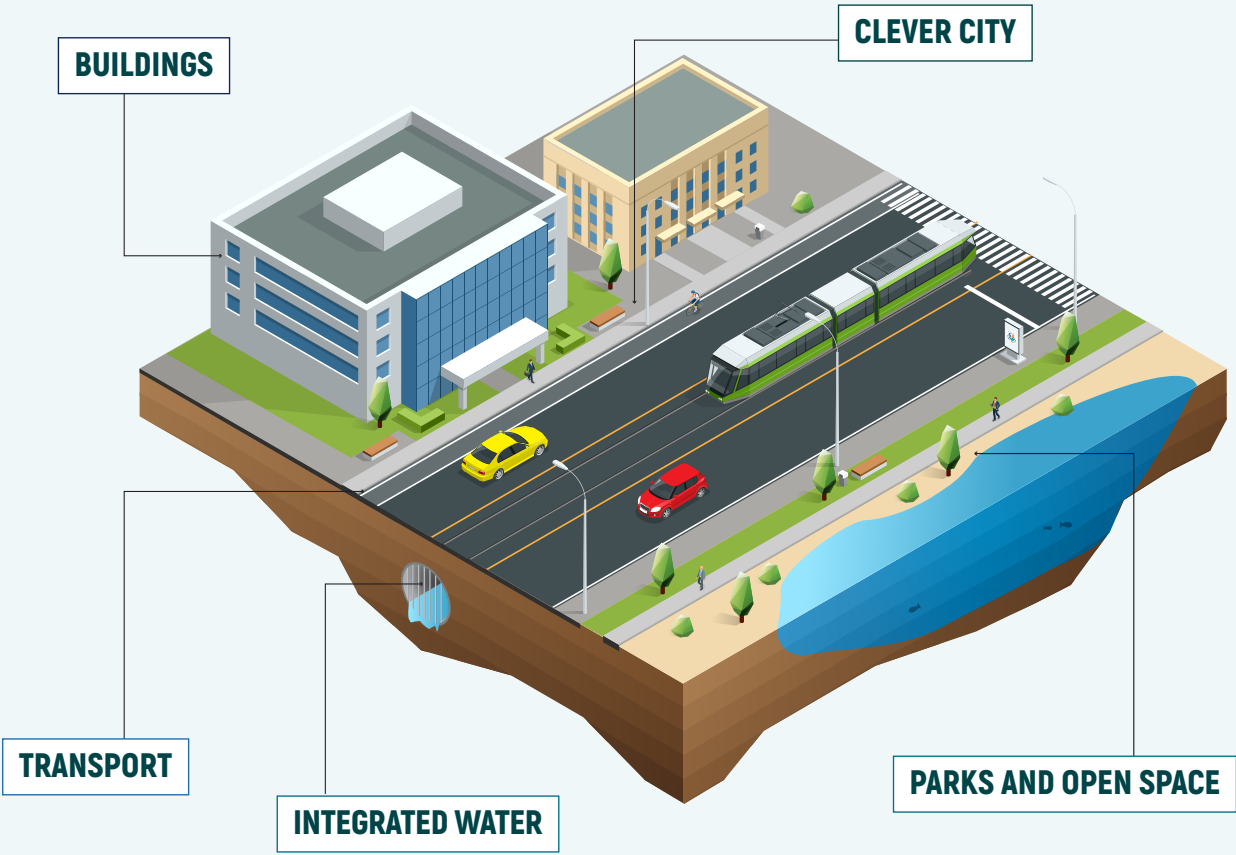
Community's aspirations for a Liveable Port Phillip

Council Plan engagement 2022



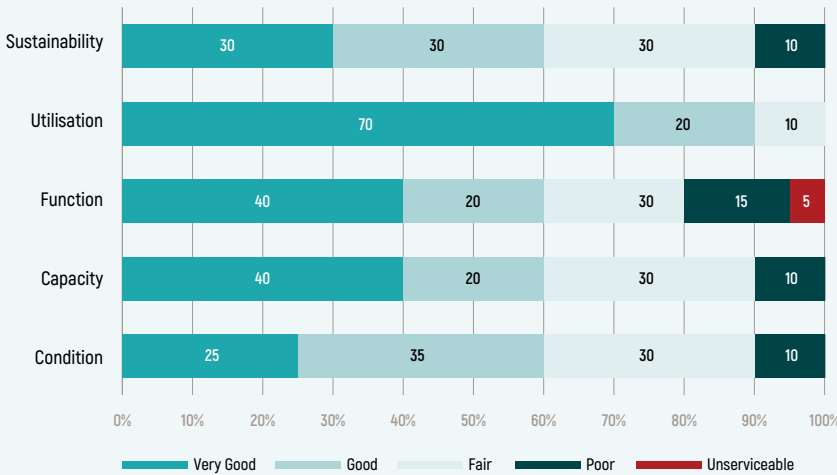
State of our assets

The community determines the demand and value of the services our assets provide, and the performance of our assets is measured on agreed service levels through condition, function and capacity assessments. We have also begun assessing the sustainability of our assets against sustainability targets in our Act and Adapt Sustainable Environment Strategy 2018-28. A summary of the state of our assets assessment predictions for 2024 is provided below.



Factor	Buildings	Transport	Clever City	Integrated water	Parks and open space
Annual	\$42,274,357	\$12,495,161	\$14,655,770	\$5,748,750	\$39,778,750
Operations	\$3,381,375	\$814,000	\$5,301,570	\$1,750,000	\$798,750
Maintenance	\$4,018,245	\$3,060,801	\$774,200	\$1,797,000	\$745,000
Renewal and upgrades	\$29,096,737	\$7,163,635	\$8,030,000	\$1,253,000	\$29,325,000
Acquisitions	\$5,578,000	\$1,456,000	\$500,000	\$200,000	\$2,000,000
Disposal costs	\$200,000	\$0	\$50,000	\$50,000	\$200,000

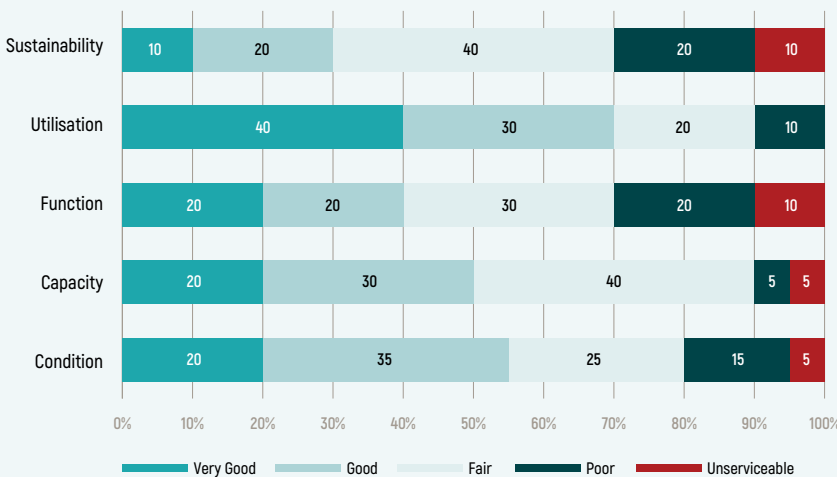
Transport Portfolio Asset Performance



Measure	Target
Materials	80% recycled or reused
Number of users	> 70% good
Fit for purpose	< 10% poor
Meets demand	< 10% poor
Asset components	< 10% poor
Data confidence	High

This portfolio has the highest level of data confidence. Asset audits of the road pavement (subsurface) conditions have been completed carried out by external contractors using deflection testing equipment. The road surface (wearing course) independent audits were completed in 2022/23 along with our footpath assets. Kerb, gutter and traffic device audits will be carried out in 2023/24. A trial using artificial intelligence for road asset inspections has commenced and will continue in 2023/24.

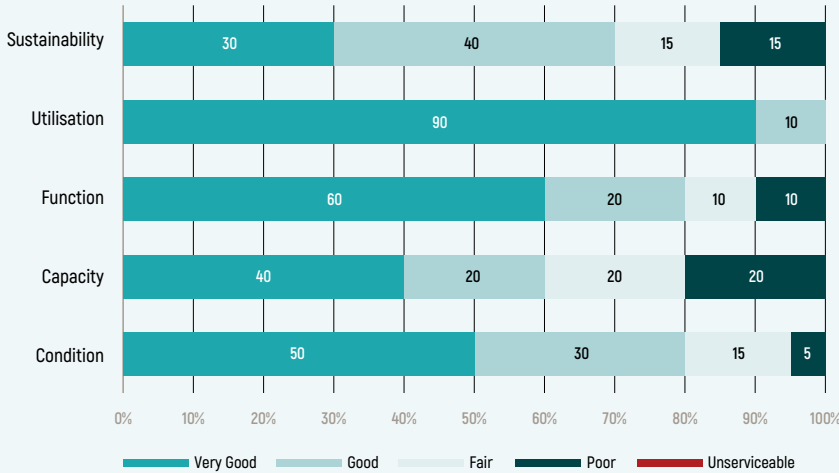
Buildings Portfolio Asset Performance



Measure	Target
Resilient	70% good
Available for use	> 70% Good
Fit for purpose	< 10% poor
Meets demand	< 10% poor
Asset components	< 10% poor
Data confidence	Medium

The buildings portfolio is diverse including corporate, community, commercial and public toilets. We are managing the aging infrastructure through the development and implementation of the Property Strategy. Key decisions on assets approaching end of useful life will continue to impact this portfolio in the short-to-medium-term.

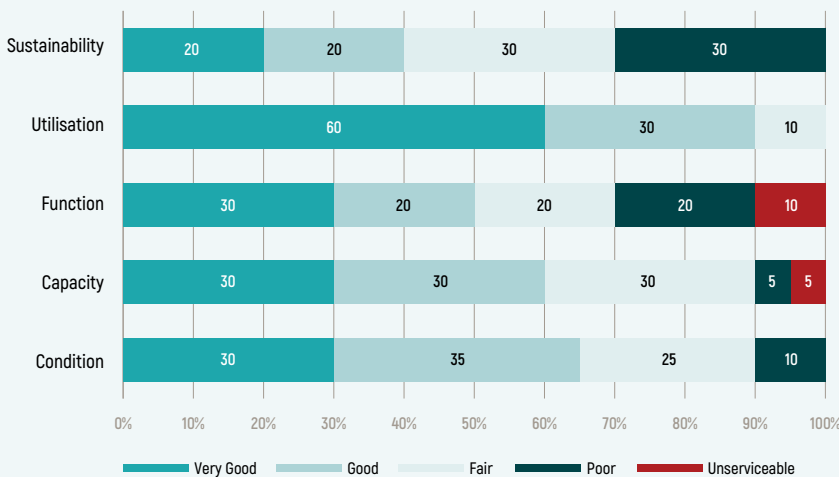
Integrated Water Asset Performance



Measure	Target
Pollutants removed	70% good
Available for use	< 90% good
Fit for purpose	< 10% poor
Meets demand	< 10% poor
Asset components	< 10% poor
Data confidence	Medium

The introduction of internal CCTV in 2017 has driven our focus on improving the function of our pipe and pit infrastructure. Our maintenance program budget has doubled in the period from 2018 to present providing the desired level of service to improve the asset function and reduce the risk of flooding during minor storm events. The CCTV data has allowed Council to develop our own industry leading flood model which is now being utilised to inform capital investment decisions across all asset portfolios.

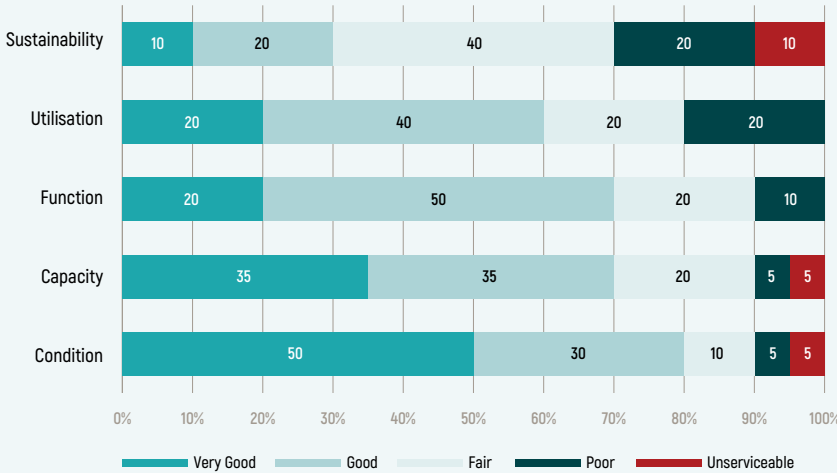
Public Space Asset Performance



Measure	Target
Materials	80% recycled or reused
Number of users	> 70% Good
Fit for purpose	< 10% poor
Meets demand	< 10% poor
Asset components	< 10% poor
Data confidence	Low/medium

Data improvement is a key focus area of this portfolio. Levels of service will be reviewed in 2023/24 to ensure we are meeting community expectations.

Clever City Asset Performance



Measure	Target
Carbon emissions	
Available for use	< 20% poor
Fit for purpose	< 10% poor
Asset capability	< 10% poor
Asset components	< 10% poor
Number of users	High

Public lighting and safety continues to be a key focus area of this portfolio. Lighting upgrades and renewals of Council owned and controlled assets along the foreshore and in our parks and recreation areas will continue to be rolled out in 2023/24. Street lighting assets owned by utility providers is a significant challenge to Council to get the desired level of service from these single service providers.

Asset Management continuous improvement

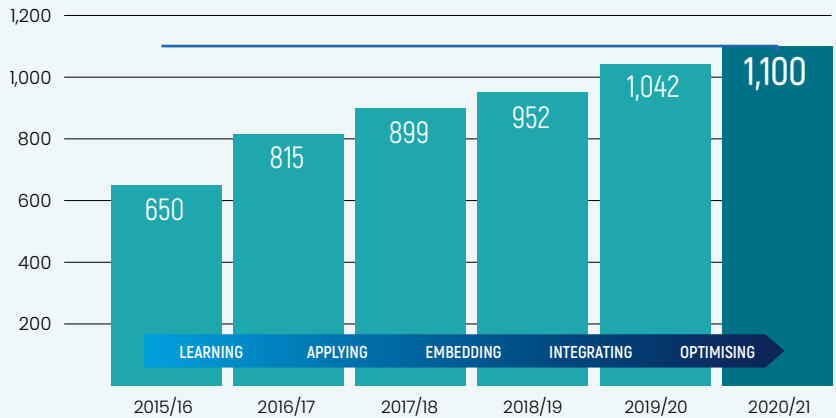
We have taken significant steps to improve our asset and financial management performance over the past five years including assessing alignment of our asset management maturity with ISO 55001 Asset Management – Management Systems requirements and National Assessment frameworks (NAF).

The transformation program has included the development of an updated Asset Management Policy and an Asset Management Strategy, an Operating Model Review, implementation of a new integrated asset management system as part of a wider technology uplift across council, and significant uplift of the data that is relied on to forecast required expenditure on assets over time.

This has resulted in Council achieving 'core asset management maturity' in 2020/21 and being well on our way to achieving 'advanced asset management maturity'. These graphs show our journey from learning to predictive asset management from 2016-2023. We are aiming to develop our systems, process and people together with the introduction of new technologies to move towards 'intelligence as a service' beyond 2024/25.

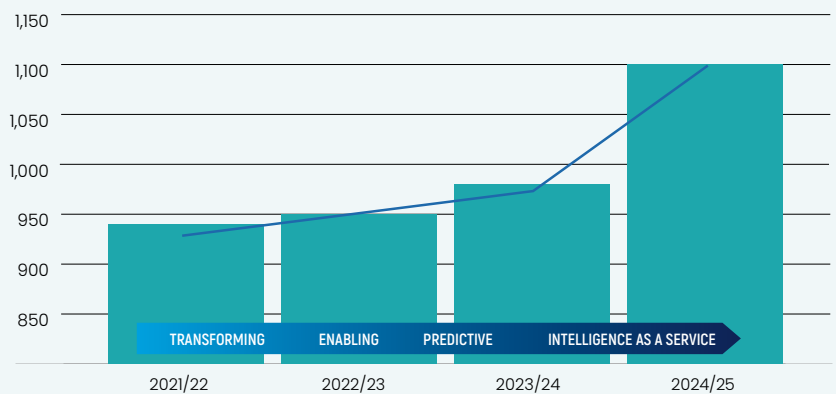
'Core' Asset Management Maturity

National Asset Management Framework Scores



'Advanced' Asset Management Maturity

National Asset Management Framework Scores



Our Asset Management Strategy is combined into the EAMP which is integrated into corporate governance including enterprise planning, reporting and risk management frameworks. This ensures asset management is service-driven and aligns with the strategic priorities and directions of Council.

Asset Management plans

There are 52 asset classes managed within five asset portfolios: transport, buildings, integrated water, public space and clever city. 10-year asset management plans have been prepared or are under further development for each of the five asset portfolios and are reviewed annually to meet the requirements of **Section 92, Local Government Act 2020**.

The portfolio asset management plans are a key element of Council's strategic asset management framework, combining management, financial, engineering and technical practices to ensure that the levels of service required by our range of stakeholders is provided at the lowest long-term cost to the community, within the limits of any fiscal constraints that may be imposed by Council.

For the proposed 10-year projections refer to the **financial statement section of this report, Asset Plan by Class**.

Enterprise Asset Management and Risk Plan

AMP plans	Sub plans
Buildings	Community
	Corporate
	South Melbourne Market
	Commercial
	Public toilets
Transport	Road pavement and surfaces
	Footpath and cycleways
	Bridges
	Road edges and traffic control devices
Public Space	Sports grounds
	Playgrounds
	Shelters, furniture and barriers
	Trees and landscaping
Integrated Water	Pipes and pits
	Water Sensitive Urban design (WSUD) and Gross Pollutant Traps (GPT)
	Maritime infrastructure
Clever City	Public lighting
	Fleet and plant
	IoT sensors and DTS devices

Asset plan by portfolio

In accordance with Section 92 of the act, the follow asset information supports the development of the 10-year Financial Plan. This information is for infrastructure assets only and does not include certain assets such as library books, office furniture and Council's arts and culture collection.

Buildings	\$'000									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Operations	2,044	2,097	2,150	2,203	2,258	2,313	2,366	2,420	2,478	2,538
Maintenance	7,255	7,444	7,630	7,820	8,016	8,208	8,397	8,590	8,796	9,008
Renewals	7,945	5,150	5,022	5,207	4,870	4,578	4,125	7,397	7,957	7,957
Acquisition	22,981	18,760	10,671	11,501	12,115	14,949	12,256	12,466	12,155	12,155
Disposal/ decommissioning	-600	-600	-600	-600	-600	-600	-600	-600	-600	-600
Net expenditure	39,625	32,851	24,872	26,132	26,659	29,448	26,544	30,273	30,787	31,057

Transport	\$'000									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Operations	1,157	1,187	1,217	1,247	1,278	1,309	1,339	1,370	1,403	1,436
Maintenance	6,575	6,746	6,915	7,087	7,265	7,439	7,610	7,785	7,972	8,163
Renewals	3,315	10,585	4,875	5,904	4,780	4,924	5,149	6,217	6,262	6,307
Acquisition	3,159	5,891	2,766	10,954	3,050	3,146	3,421	3,503	3,558	3,613
Disposal/ Decommissioning	-750	-750	-750	-750	-750	-750	-750	-750	-750	-750
Net expenditure	13,456	23,659	15,022	24,442	15,623	16,068	16,769	18,125	18,445	18,770

Integrated Water	\$'000									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Operations	340	349	358	367	376	385	394	403	412	422
Maintenance	1,516	1,555	1,594	1,634	1,675	1,715	1,755	1,795	1,838	1,882
Renewals	654	1,188	1,545	1,124	1,519	1,214	1,282	1,356	1,436	1,521
Acquisition	645	432	967	336	929	237	288	344	404	469
Disposal/ Decommissioning	-200	-200	-200	-200	-200	-200	-200	-200	-200	-200
Net expenditure	2,955	3,324	4,264	3,261	4,299	3,350	3,518	3,698	3,890	4,094

Public space	\$'000									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Operations	2,767	2,839	2,910	2,983	3,057	3,131	3,203	3,276	3,355	3,435
Maintenance	10,673	10,950	11,224	11,505	11,792	12,076	12,353	12,637	12,941	13,251
Renewals	5,063	5,147	4,039	6,132	6,002	4,973	5,842	5,908	6,790	7,635
Acquisition	16,592	11,271	31,145	15,340	8,853	8,365	9,861	7,675	10,723	10,988
Disposal/ Decommissioning	-2,600	-2,600	-2,600	-2,600	-2,600	-2,600	-2,600	-2,600	-2,600	-2,600
Net expenditure	32,495	27,608	46,718	33,360	27,105	25,944	28,659	26,897	31,209	32,710

Clever City	\$'000									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Operations	420	431	442	453	464	475	486	497	509	521
Maintenance	3,267	3,352	3,436	3,522	3,610	3,696	3,781	3,868	3,961	4,056
Renewals	2,862	3,282	3,267	3,053	2,953	2,738	3,023	2,378	2,583	3,503
Acquisition	1,028	1,069	1,069	566	566	566	566	566	566	566
Disposal/ Decommissioning	-250	-250	-250	-250	-250	-250	-250	-250	-250	-250
Net expenditure	7,327	7,884	7,964	7,343	7,343	7,225	7,606	7,060	7,369	8,397

Budget financial overview

Operating result

Achieving an operating surplus is a key component of our financial strategy. It provides capacity to maintain and renew our \$3.6 billion portfolio of community assets, meet debt repayment obligations, manage the impact of financial risks materialising and invest in transformative strategies.

The Budget 2023/24 expects a \$10.4 million operating surplus, which is \$5.5 million lower than the forecast 2022/23 of \$15.9 million with expenditure projected to increase by \$15 million compared to a revenue increase of \$9.5 million.

Operating revenue

Total revenue is proposed to increase by \$9.5 million or 3.7 per cent on forecast 2022/23 from \$252.5 million to \$261.9 million.

This is primarily related to:

- A net increase in rates revenue of \$6 million related to the 2.8 per cent rates increase and property growth. Waste charges budgeted at cost recovery increased by \$1.1 million reflecting the contract inflation and new tender pricing, state landfill levy increasing above inflation, and new waste services (FOGO and Communal Hubs).

- An increase in parking revenue of \$2.8 million based on the continued recovery from COVID-19 impacts including increased parking utilisation.
- An increase in fees and charges of \$2 million allowing for both increased utilisation of council services and 3.75 per cent average increase.
- A one-off increase in capital grants of \$2 million mainly due to timing of delivery of projects and payment of capital grants.
- An increase in investment earnings of \$2.5 million due to improved investment performance (Reserve Bank of Australia increasing cash rate).
- A reduction in open space contributions by \$1 million based on lower development activity.

Operating expenditure

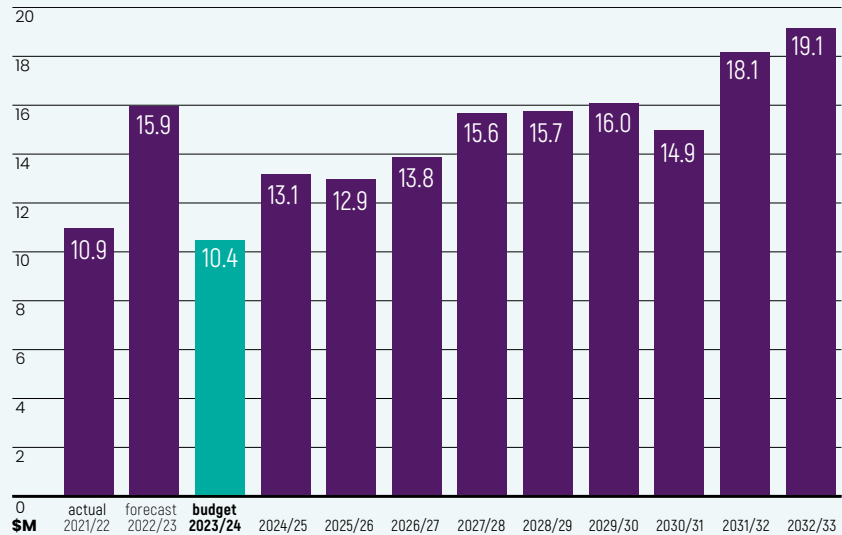
Budget 2023/24 operating expenditure totals \$251.5 million which is a net increase on forecast 2022/23 by \$15 million or 6.3 per cent from \$236.6 million.

The primary drivers for the increase include:

- An increase in employee costs of \$8.1 million (\$6.7 million budget on budget) due to 3.1 per cent Enterprise Agreement (EA) increase, superannuation guarantee rate increase from 10.5 per cent to 11 per cent and the significant increase to the workcover premium industry rate.
- Inflation budgeted at 5 per cent (2.2 per cent above the rates increase of 2.8 per cent)
- \$1.5 million of contracted operating expenditure re-classified as lease repayments due to underlying right-of-use assets in contract.
- Ongoing efficiency savings of \$1.1 million, which partially offsets the expenditure increase.

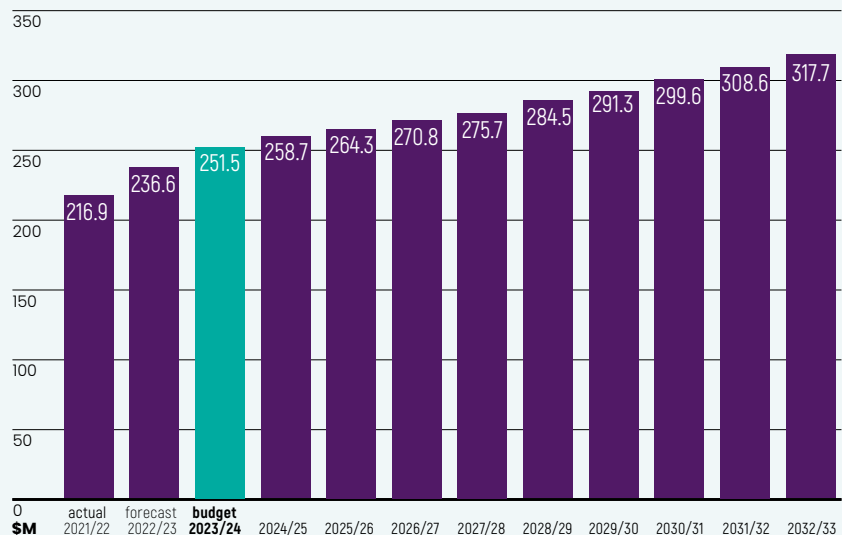
OPERATING RESULTS

The operating results are heavily impacted between years 2021/22 and 2022/23 due to the impact of significant portfolio deferrals to future years. This is a temporary timing issue related to portfolio delivery. Operating surpluses will be needed to fund the growing project portfolio caused by population growth and inflation.



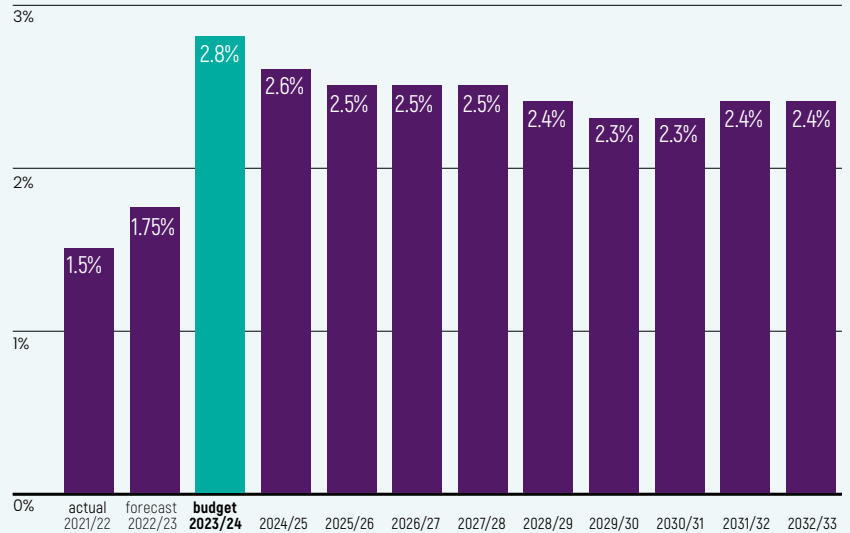
OPERATING EXPENDITURE

The steady growth in operating expenditure in future years is largely driven by new waste services (FOGO and glass recycling), inflation (around 2.5 per cent per annum), service demand increases associated with population growth (around 0.5 to 1.3 per cent per annum), and the operating expenditure impact of new and improved assets (for example depreciation increase of 4 per cent per annum). This is partially offset by Council's commitment to efficiency and cost savings (1 per cent per annum).



RATES PERCENTAGE INCREASE

The Budget 2023/24, which funds a \$58 million capital portfolio program and maintains existing service levels, includes a 2.8 per cent rates increase, which is 0.7 per cent lower than the Victorian Government rates cap. This has been achieved through a continued strong focus on prudent financial management, careful prioritisation and commitment to productivity and efficiency. This reduction in general rates increase is funded from the favourable 2022/23 budgetary items including parking income, investment income and council reserves that will be provided in 2023/24 in recognition of the cost of living pressures that our community are facing.

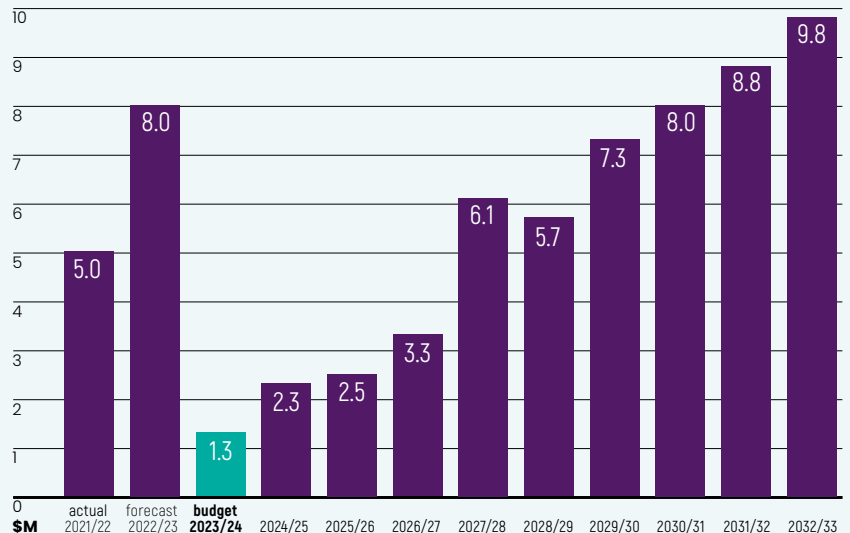


Future rates increases are based on forward projections of inflation consistent with past decisions made by Minister of Local Government for setting the rates cap. The setting of the 2023/24 rates cap included a cost-of-living discount of 0.5 per cent which may occur again.

UNDERLYING RESULT

The adjusted underlying result excludes capital related revenue (grants and open space contributions). It assesses Council's ability to generate sufficient funds for asset renewals.

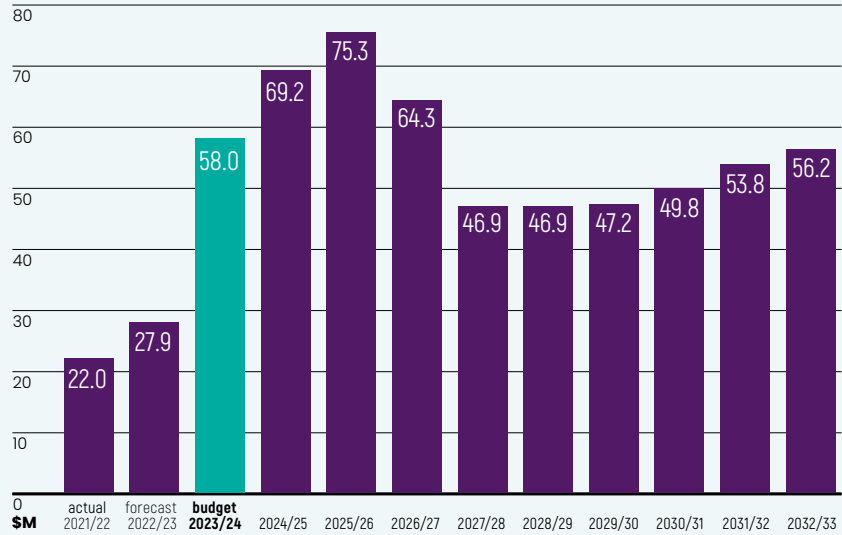
The underlying result varies significantly due to our reliance on external funding and contributions to fund our infrastructure asset works in the short term due to significant challenges in delivering our portfolio. For instance, opens space contributions are collected, held in reserve, and drawn down to fund our Public Space Strategy.



CAPITAL EXPENDITURE

Budget 2023/24 capital works expenditure of \$58 million has increased to address the reductions and deferrals over the last three years caused by the COVID-19 pandemic and sector wide shortages.

Capital works expenditure in 2023/24 is expected to be \$58 million, out of a total \$62.8 million capital program. The \$4.8 million gap represents the component of the capital program budget expected to be treated as operating expenditure, such as community engagement, feasibility studies and landscaping works.



Over the period of the Financial Plan, Council provides for appropriate levels of capital expenditure to ensure existing assets are maintained and improved while also investing in growth driven assets. The target of at least 150 per cent of depreciation is expected to be achieved.

INFRASTRUCTURE RENEWAL GAP

The infrastructure renewal gap ratio shows the asset renewal and upgrade budget over the 10-year Financial Plan compared to depreciation. It assesses if Council's spend on its asset base is keeping up with the rate of asset depletion.

It assesses if Council's spend on its asset base is keeping up with the rate of asset depletion.

Budget 2023/24 renewal and upgrade expenditure in the capital portfolio has increased in order to address the reduction in financial years 2020/21 to 2022/23 caused by the COVID-19 pandemic and construction sector wide delays.

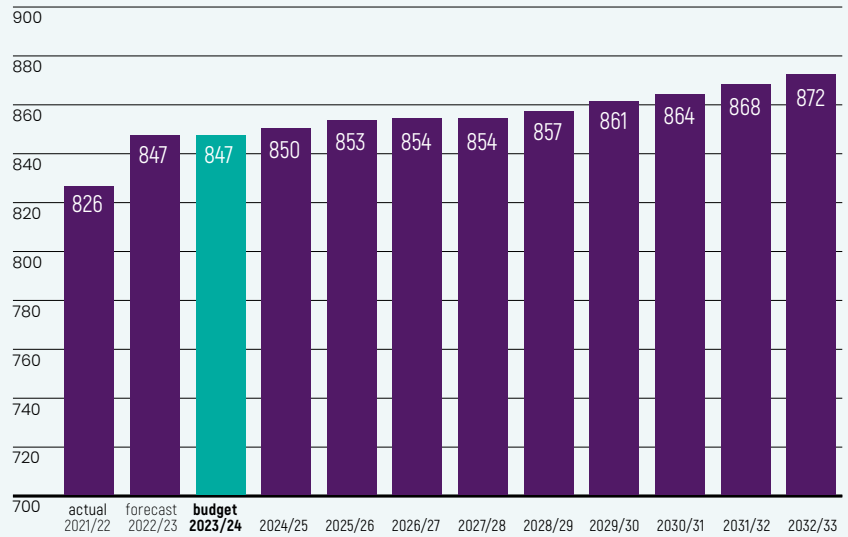


Over the period of the Financial Plan, Council intends to stay above 100 per cent, which shows commitment to not only maintaining but upgrading existing assets.

COUNCIL STAFF

Council employees are our most essential resource, enabling the delivery of a broad range of services. For Budget 2023/24, we are proposing minimal change to total Full-Time Equivalent (FTE). Budget includes new FTEs mostly for project delivery, compliance and safety, service demand increases, and or funded from additional income. We have included new targets to factor temporary vacancies and staff turnover in 2023/24 (such as aged-care services).

Over the life of the Financial Plan, officers expect the growth in FTEs to increase between 0.5 to 1.3 per cent to service projected population growth. This is offset by investment in technology (Clever Port Phillip program), which is expected to achieve productivity and efficiencies that will see the shift of back-office roles re-directed to service delivery and community-facing roles.



Rates expenditure allocation per \$100

This chart shows how rates and charges revenue is spent across our services averaged over the next four years, for every \$100 we spend. Some services receive substantial funding from other sources, such as government grants, fees and charges.

Services	For every \$100 rates and charges we spend
Transport and parking	17.4
Public space	11.77
Waste management	11.39
Asset and property management	8.96
Technology	7.93
Amenity	7.34
Governance risk and policy	4.46
Recreation	4.06
Children	3.43
Libraries	3.27
People, culture and capability	3.04
Arts, culture and heritage	3
Sustainability	2.56
Community programs and facilities	2.31
City planning and urban design	2.25
Families and young people	2.08
South Melbourne Market	1.95
Customer experience	1.86
Festivals	1.65
Communications and engagement	1.62
Ageing and accessibility	1.14
Affordable housing and homelessness	0.83
Economic development and tourism	0.74
Local laws and animal management	0.74
Health	0.62
Emergency management	0.29
Development approvals and compliance	(1.53)
Financial and project management	(5.16)
Total	\$100

Delivering on our strategic directions

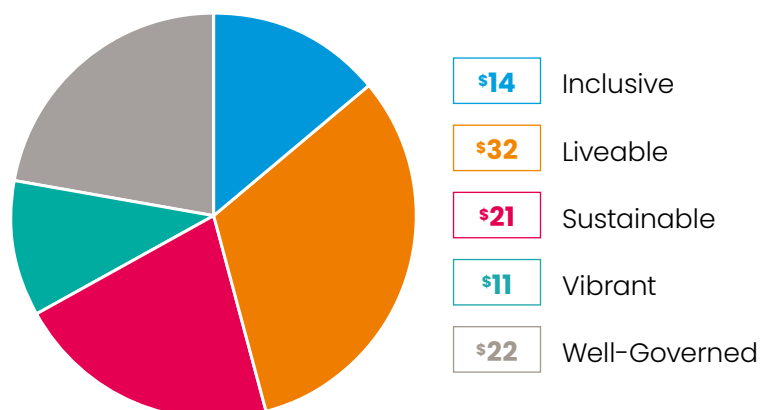
Four-year budget at a glance

This chart shows how rates revenue is spent across our services, for every \$100 we spend. Some services receive substantial funding from other sources, such as government grants, fees and charges.

Strategic Direction	Operating (\$,000s)	Capital (\$,000s)
Inclusive Port Phillip	\$165,359	\$49,445
Liveable Port Phillip	\$253,551	\$143,357
Sustainable Port Phillip	\$149,463	\$24,722
Vibrant Port Phillip	\$102,307	\$49,710
Well-Governed Port Phillip	\$244,870	\$29,433

Note: Our commitment includes funding for some major capital works that contribute to all directions and cannot be readily allocated.

Value per \$100 of rates



Services

Inclusive Port Phillip

Service	Value we provide	Spend (\$,000s)	2023/24	2024/25	2025/26	2026/27
Affordable housing and homelessness	<ol style="list-style-type: none"> Increased affordable housing for very low, low and moderate-income households in housing stress, including supported housing for persons who are experiencing homelessness and sleeping rough. Prevention of homelessness, or reduced time spent without a secure home, for older Port Phillip residents facing housing stress or loss. Creation of partnerships that work collectively to increase affordable housing and reduce homelessness. 	Operational	4,094	2,363	1,399	1,441
		Capital	-	-	-	-
Ageing and accessibility	<ol style="list-style-type: none"> Facilitate independence and promote social connectedness for older people and those with a disability, through the provision of high-quality support services and community building initiatives. 	Operational	7,819	8,249	8,494	8,750
		Capital	45	189	-	-
Children	<ol style="list-style-type: none"> Create healthy starts to life for children born and living in the City. Support parents and children to be healthy and connected. Offer programs to promote optimal development for children. 	Operational	17,811	18,278	18,838	19,416
		Capital	985	1,382	3,160	5,327
Community programs and facilities	<ol style="list-style-type: none"> Create opportunities that build social connections, value diversity and address health and wellbeing inequities in our communities. Build the capacity of the local community sector to support vulnerable and disadvantaged community members. Commit to reconciliation and support for the Aboriginal and Torres Strait Islander Community. 	Operational	4,325	4,442	4,571	4,705
		Capital	-	-	-	-
Families and young people	<ol style="list-style-type: none"> Opportunities for all children, young people and families to be healthy and connected to reach their full potential. 	Operational	3,523	3,633	3,749	3,864
		Capital	615	2,053	895	-
Recreation	<ol style="list-style-type: none"> Plan, deliver and activate sport, recreation and open space facilities and services to create community health and wellbeing. 	Operational	3,810	3,832	3,920	4,035
		Capital	10,626	17,608	5,961	600

Liveable Port Phillip

Service	Value we provide	Spend (\$,000s)	2023/24	2024/25	2025/26	2026/27
Transport and parking management	<ol style="list-style-type: none"> Support a reliable, safe and well-connected transport system. Enable people to more easily move around, connect and get to places as the City grows. 	Operational	25,827	24,977	25,369	26,086
		Capital	5,923	15,195	10,552	19,829
City planning and urban design	<ol style="list-style-type: none"> Strategic planning, controls and urban design outcomes to enhance Port Phillip's character and create a liveable, attractive and sustainable city. 	Operational	4,242	4,907	4,083	3,841
		Capital	-	-	-	-
Development approval and compliance	<ol style="list-style-type: none"> Support well designed, sustainable and safe development that protects heritage and neighbourhood character and maximises community benefit. Support outdoor dining to enhance our City's liveability and vibrancy. 	Operational	8,585	8,896	9,198	9,489
		Capital	-	-	-	-
Health	<ol style="list-style-type: none"> Maintain, improve and protect public health in the community, through education and inspection services. 	Operational	2,138	2,211	2,284	2,355
		Capital	-	-	-	-
Local laws and animal management	<ol style="list-style-type: none"> Protect Council assets, the environment and the health and safety of the community. Ensure responsible pet ownership. 	Operational	2,663	2,655	2,744	2,829
		Capital	-	-	-	-
Municipal emergency management	<ol style="list-style-type: none"> Operational and strategic emergency management services across preparedness, response and recovery. 	Operational	499	514	530	547
		Capital	-	-	-	-
Public space	<ol style="list-style-type: none"> High quality and unique parks, open spaces and foreshore areas for the enjoyment of our community and visitors. 	Operational	17,168	19,218	19,545	20,151
		Capital	13,248	12,204	40,251	25,996

Sustainable Port Phillip

Service	Value we provide	Spend (\$,000s)	2023/24	2024/25	2025/26	2026/27
Sustainability	1. Improve the sustainability of our City and respond to the climate emergency by reducing carbon emissions, water use and waste generation, increasing trees, vegetation and biodiversity, improving water quality and ensuring we are adapting and resilient to the impacts of climate change, including flooding and heat.	Operational	5,211	4,177	3,744	3,741
		Capital	8,120	3,079	3,162	1,760
Waste management	1. A clean and safe city by keeping our streets, parks and foreshores clean and protecting the environment.	Operational	20,432	20,033	21,121	21,726
		Capital	500	302	295	295
Amenity	1. A clean, safe and enjoyable environment that improves the ways our community and visitors experience the City.	Operational	11,721	12,140	12,521	12,895
		Capital	2,417	1,592	1,650	1,550

Vibrant Port Phillip

Service	Value we provide	Spend (\$,000s)	2023/24	2024/25	2025/26	2026/27
Arts and culture	1. Foster creative, diverse and inclusive participation in our arts and culture sectors while supporting the heritage and unique identity of Port Phillip.	Operational	5,947	5,885	6,031	6,210
		Capital	10,642	12,318	305	-
Economic development and tourism	1. Local, domestic and international promotion to support residents, visitors and industry to achieve stronger economic outcomes.	Operational	2,178	1,644	1,027	1,059
		Capital	-	-	-	-
Festivals	1. Bring a wealth of benefits to a community including health and wellbeing of residents through to economic development for local businesses, cultural vibrancy and social engagement.	Operational	4,197	4,306	4,422	4,544
		Capital	-	-	-	-
Libraries	1. Support learning, social engagement and community connectedness.	Operational	5,175	5,320	5,499	5,670
		Capital	1,152	1,179	1,152	2,322
South Melbourne Market	1. Operate an engaging and entertaining market environment where our community and visitors spend time shopping, dining and supporting local business.	Operational	8,113	8,242	8,450	8,689
		Capital	2,035	3,168	9,106	6,331



Genesis Owusu performing on the main stage at St Kilda Festival 2023.
Photography Monique Pizzica

Well-Governed Port Phillip

Service	Value we provide	Spend (\$,000s)	2023/24	2024/25	2025/26	2026/27
Asset and property management	1. Ensure Council has the right assets at the right time for the right cost to support service delivery now and in the future.	Operational	14,501	14,875	15,286	16,322
		Capital	5,691	6,423	7,165	7,285
Comms and engagement	1. Inform the community about Council and facilitate opportunities for the community to inform Council projects, initiatives, policies and strategies.	Operational	2,760	2,864	2,963	3,056
		Capital	-	-	-	-
Customer experience	1. Customers receive services that meet their needs and expectations and they achieve their goals with greater ease and satisfaction.	Operational	3,760	3,521	3,286	3,226
		Capital	-	-	-	-
Finance and project management	1. Ensure the financial sustainability and transparency of Council and that investments in projects deliver value for ratepayers.	Operational	11,295	11,732	12,127	12,514
		Capital	-	-	-	-
Governance, risk and policy	1. Support sound decision-making through transparency, accountability, community participation, risk management and compliance. 2. Advocacy through partnerships with stakeholders to deliver on community priorities, co-create solutions to community challenges, and contribute to shared visions for the City. 3. Enable a safe workplace and a high performing workforce.	Operational	7,841	9,054	8,274	8,511
		Capital	-	-	-	-
People, culture and safety	1. Enable a safe workplace and a high performing workforce.	Operational	5,230	5,378	5,545	5,716
		Capital	-	-	-	-
Technology	1. Support Council operations including efficient and effective service delivery through information, communication and technology services.	Operational	13,184	13,610	14,017	14,423
		Capital	650	819	700	700

Service performance outcome indicators

Service	Indicator	Performance Measure	Computation
Communications and engagement	Consultation and engagement	Satisfaction with community consultation and engagement - community satisfaction rating out of 100 with the consultation and engagement efforts of Council.	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.
Development approvals and compliance	Service standard	Planning applications decided within required timeframes - percentage of regular and VicSmart planning application decisions made within legislated timeframes.	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / number of planning application decisions made] x 100.
Transport and parking management	Condition	Sealed local roads below the intervention level - percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal.	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / kilometres of sealed local roads] x 100.
Libraries	Participation	Library membership - percentage of the population that are registered library members.	[Number of registered library members / population] x 100.
Waste management	Waste diversion	Kerbside collection waste diverted from landfill - percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill.	[Weight of recyclables and green organics collected from kerbside bins / weight of garbage, recyclables and green organics collected from kerbside bins] x 100.
Local Laws and animal management	Health and safety	Animal management prosecutions - percentage of animal management prosecutions which are successful.	Number of successful animal management prosecutions / total number of animal management prosecutions
Health	Health and safety	Critical and major non-compliance outcome notifications - percentage of critical and major non-compliance outcome notifications that are followed up by Council.	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x 100.
Children	Participation	Participation in the Maternal and Child Health (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 financial year) / number of children enrolled in the MCH service] x 100.

Financial Statements and Statutory Schedules

This section includes the following budgeted financial statements and schedules in accordance with the Local Government Act 2020, the Local Government (Planning and Reporting) Regulations 2020 and the Local Government Model Financial Report.

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Comprehensive income statement

	Notes	Forecast	Budget	Projections									
		(\$,000)	(\$,000)	(\$,000)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		2022/23	2023/24										
Income													
Rates and charges	1	140,171	146,200	151,129	155,576	160,784	166,764	172,846	178,999	185,418	192,282	199,417	
Statutory fees and fines													
• Parking fees	2	18,656	19,965	20,314	20,720	21,134	21,557	21,988	22,428	22,877	23,335	23,802	
• Other statutory fees and fines	3	4,133	4,391	4,409	4,497	4,587	4,679	4,773	4,868	4,965	5,064	5,165	
User fees													
• Parking fees	2	19,389	21,030	21,327	21,410	21,845	22,291	22,726	23,149	23,581	24,047	24,524	
• Other user fees	3	20,640	22,343	22,976	23,605	24,251	24,914	25,571	26,219	26,884	27,592	28,319	
Grants - operating		14,394	9,482	11,836	12,134	12,430	12,733	13,031	13,324	13,624	13,944	14,271	
Grants - capital	4	2,238	4,178	5,111	4,703	4,767	5,334	5,811	4,522	2,690	5,130	5,170	
Contributions - monetary	5	5,680	4,928	5,740	5,740	5,740	4,160	4,160	4,160	4,160	4,160	4,160	
Other income	6	27,182	29,427	28,929	28,769	29,056	28,830	29,196	29,572	30,294	31,147	31,953	
Total income		252,484	261,944	271,771	277,154	284,594	291,262	300,102	307,241	314,493	326,701	336,780	
Expenses													
Employee costs	7	97,700	105,822	109,834	113,648	117,078	120,815	124,655	128,432	132,320	136,470	140,768	
Materials and services	8	88,998	91,646	94,812	94,232	95,401	94,573	97,485	98,478	100,884	103,497	106,009	
Bad and doubtful debts*		4,691	4,669	4,501	4,364	4,473	4,585	4,695	4,803	4,914	5,032	5,153	
Depreciation		21,502	21,693	24,146	25,617	26,686	27,831	28,997	30,182	31,416	32,733	34,104	
Amortisation - right of use assets		871	2,096	2,183	2,271	2,363	2,458	2,555	2,653	2,755	2,863	2,976	
Borrowing costs		-	-	-	-	-	-	-	-	-	-	-	
Finance costs - leases	8	38	656	775	827	866	902	938	975	1,012	1,012	1,012	
Other expenses		17,885	20,321	19,006	18,409	18,866	19,337	19,810	20,277	20,741	21,227	21,733	
Net (gain)/loss on disposal [^]		4,873	4,642	3,392	4,892	5,031	5,174	5,315	5,455	5,598	5,751	5,908	
Total expenses		236,557	251,545	258,648	264,260	270,764	275,676	284,451	291,255	299,641	308,586	317,663	
Operating surplus/(deficit) for the year		15,927	10,400	13,122	12,894	13,831	15,586	15,651	15,987	14,852	18,115	19,117	

* Allowance for impairment losses

[^] Of property, infrastructure, plant equipment

Comprehensive income statement

Budget 2023/24 notes:

1. Rates increased by net \$6 million on 2022/23 forecast because of property and assessment growth and waste charge set at cost recovery increased by \$1.1 million reflect contract inflation, new tender pricing, state landfill levy increased by 8 per cent - significantly above inflation, and new multi-unit dwelling Food and Garden Organics (FOGO) and communal hubs. Despite a 3.5 per cent rates cap increase set by the Victorian Government, general rates to increase by only 2.80 per cent in recognition of cost-of-living pressure faced by the community.
2. Parking revenue (fees and fines) increased by \$2.8 million on 2022/23 forecast with most of the COVID-19 pandemic impact removed. There has been strong recovery in parking utilisation in the recent months.
3. User fees and charges increased by \$2 million on 2022/23 forecast as services resume to normal levels of utilisation and including an average 3.75 per cent increase on all user fees.
4. Operating grants to decrease by \$4.9 million on 2022/23 forecast mostly due to timing of receipt of grant income including the prepayments of 75 per cent of the Victorian Grants Commission Financial Assistance Grants for 2023/24 and slight reductions due reduced utilisation numbers.
5. Contributions to decrease by \$1 million on 2022/23 based on lower development activities. Developer contributions fluctuate materially over financial years, subject to development milestones.
6. Other income increasing by \$2.3 million on 2022/23 forecast mainly due to increased interest rates (investment earnings) and increased cash holdings.
7. An increase in employee costs of \$8 million (\$6.7 million budget on budget) due to a 3.1 per cent Enterprise Agreement increase, superannuation guarantee rate increase from 10.5 per cent to 11 per cent and the significant increase to industry rates set by the Victorian Government used to calculate Council's workcover premium. There is minimal change to total Full-Time Equivalent (FTE). Budget 2023/24 includes new FTEs mostly for project delivery, compliance and safety, service demand increases, and cost neutral (conversion of casual and agency budget, reprioritised within the organisation, and revenue generating). We have included new targets to factor temporary vacancies and staff turnover in 2023/24 (such as aged-care services).
8. Materials and services increase by net 2.6 million on 2022/23 forecast due to expected inflation at 4.5 per cent (1.0 per cent higher than rates cap of 3.5 per cent) and project deferrals from 2022/23 which has been partially offset by \$4 million reduction in operating projects, ongoing \$1.1 million efficiency savings and \$1.5 million of contracted operating expenditure re-classified as lease repayments due to underlying right-of-use assets in contract.

Income statement converted to cash

Budget 2023/24 Notes:

1. Capital expenditure, an increase of \$30.1 million on 2022/23 forecast (mostly deferrals from 2022/23), is appropriately funded at greater than 150 per cent of depreciation in line with our financial strategy to ensure our assets are maintained and grow for population growth.
2. Statutory reserve net drawdown increases by \$7.3 million on 2022/23 forecast due to lower open space contributions expected and significant higher drawdown for delayed projects to be completed in 2023/24.
3. Discretionary reserve net drawdown is a net increase of \$15.8 million mainly due to favourable surplus position from 2023/24 moved into reserves to fund the ongoing impact of a below rates cap rates increase of 2.8 per cent in 2023/24.

Income statement converted to cash

	Notes	Forecast	Budget	Projections								
		(\$,000)	(\$,000)	(\$,000)								
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Operating surplus/ (deficit) for the year		15,927	10,400	13,122	12,894	13,831	15,586	15,651	15,987	14,852	18,115	19,117
Adjustment for non-cash operating items.												
• add back depreciation and amortisation		22,373	23,789	26,329	27,888	29,049	30,289	31,552	32,835	34,171	35,596	37,080
• add back written-down value of asset disposals		5,240	7,262	9,142	5,342	5,481	5,624	5,765	5,905	6,048	6,201	6,358
• add back balance sheet work in progress reallocated to operating		1,200	1,200	1,231	1,262	1,294	1,326	1,358	1,389	1,421	1,455	1,490
Adjustments for investing items.												
• less capital expenditure	1	(27,875)	(57,972)	(69,204)	(75,343)	(64,329)	(46,859)	(46,881)	(47,195)	(49,820)	(53,816)	(56,179)
Adjustments for financing items												
• less lease repayments		(738)	(2,233)	(2,640)	(2,816)	(2,948)	(3,072)	(3,194)	(3,318)	(3,447)	(3,447)	(3,447)
Adjustments for reserve movements												
• statutory reserve drawdown/ (replenish)	2	(979)	6,282	6,179	16,768	491	-	-	-	-	-	-
• Discretionary reserve drawdown/ (replenish)	3	(12,013)	3,768	15,483	13,994	17,131	(2,886)	(4,256)	(5,602)	(3,220)	(4,100)	(4,430)
Cash surplus/ (deficit) for the year		3,134	(7,505)	(358)	(11)	(1)	8	(5)	2	6	4	(11)
Opening balance - cash surplus		5,236	8,370	865	507	496	495	503	498	500	506	510
Closing cash surplus balance		8,370	865	507	496	495	503	498	500	506	510	499

Balance sheet

	Forecast	Budget	Projections								
	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Assets											
Current assets											
Cash and cash equivalents	13,111	12,336	9,781	10,425	9,229	8,602	7,400	9,584	8,437	7,240	8,405
Trade and other receivables	20,460	20,552	20,605	20,657	20,709	20,761	20,811	20,859	20,907	20,957	21,007
Other financial assets	144,900	129,900	111,900	81,900	66,900	71,900	78,900	83,900	89,900	96,900	101,900
Prepayments	3,092	3,106	3,114	3,122	3,130	3,138	3,146	3,153	3,160	3,168	3,176
Non current assets classified as held for sale	1,202	1,202	5,300	-	-	-	-	-	-	-	-
Other assets	560	563	564	565	566	567	568	569	570	571	572
Total current assets	183,325	167,659	151,264	116,669	100,534	104,968	110,825	118,065	122,974	128,836	135,060
Non-current assets											
Investments in associates and joint ventures	239	239	239	239	239	239	239	239	239	239	239
Trade and other receivables	549	549	549	549	549	549	549	549	549	549	549
Other financial assets	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019
Property, infrastructure, plant and equipment	3,502,424	3,611,280	3,641,867	3,838,379	3,869,247	4,036,820	4,047,581	4,220,570	4,231,505	4,416,366	4,430,593
Right of use assets	1,007	1,154	3,211	3,730	4,207	4,638	5,023	5,360	5,845	6,271	6,635
Total non-current assets	3,521,237	3,630,240	3,662,884	3,859,915	3,891,260	4,059,265	4,070,411	4,243,736	4,255,155	4,440,444	4,455,035
Total assets	3,704,562	3,797,899	3,814,148	3,976,584	3,991,794	4,164,233	4,181,236	4,361,802	4,378,129	4,569,280	4,590,095

	Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Liabilities											
Current liabilities											
Trade and other payables	19,832	20,724	21,263	21,795	22,340	22,898	23,448	23,987	24,539	25,128	25,731
Trust funds and deposits	7,322	7,651	7,850	8,046	8,247	8,453	8,656	8,855	9,059	9,276	9,499
Provisions	18,530	19,126	19,831	20,500	21,163	21,856	22,618	23,421	24,249	25,100	25,975
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	524	291	1,151	1,335	1,187	1,114	920	603	356	109	163
Total current liabilities	46,207	47,791	50,094	51,675	52,936	54,321	55,642	56,865	58,202	59,613	61,367
Non-current liabilities											
Provisions	2,207	2,278	2,362	2,442	2,521	2,604	2,695	2,791	2,890	2,991	3,095
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	635	878	1,618	1,408	1,447	1,337	1,277	1,267	1,307	1,396	1,236
Total non-current liabilities	2,842	3,156	3,980	3,850	3,968	3,941	3,972	4,058	4,197	4,387	4,331
Total liabilities	49,049	50,947	54,074	55,525	56,904	58,262	59,614	60,923	62,399	64,000	65,698
Net assets	3,655,513	3,746,952	3,760,074	3,921,059	3,934,890	4,105,971	4,121,622	4,300,879	4,315,730	4,505,280	4,524,396
Equity											
Accumulated surplus	633,727	654,177	688,961	732,616	764,069	776,769	788,164	798,549	810,181	824,196	838,883
Asset revaluation reserve	2,880,775	2,961,814	2,961,814	3,109,905	3,109,905	3,265,400	3,265,400	3,428,670	3,428,670	3,600,104	3,600,104
Other reserves	141,011	130,961	109,300	78,538	60,916	63,802	68,058	73,660	76,880	80,980	85,410
Total equity	3,655,514	3,746,952	3,760,075	3,921,060	3,934,890	4,105,971	4,121,622	4,300,879	4,315,731	4,505,280	4,524,397

Statement of changes in equity

	Total \$,000	Accumulated surplus \$,000	Revaluation reserve \$,000	Other reserves \$,000
2024				
Balance at beginning of the financial year	3,655,514	633,727	2,880,775	141,011
Comprehensive result	10,400	10,400	-	-
Net asset revaluation increment (decrement)	81,039	-	81,039	-
Transfer to other reserves	-	(37,447)	-	37,447
Transfer from other reserves	-	47,497	-	(47,497)
Balance at end of the financial year	3,746,952	654,177	2,961,814	130,961
2025				
Balance at beginning of the financial year	3,746,952	654,177	2,961,814	130,961
Comprehensive result	13,122	13,122	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(22,558)	-	22,558
Transfer from other reserves	-	44,220	-	(44,220)
Balance at end of the financial year	3,760,075	688,961	2,961,814	109,300
2026				
Balance at beginning of the financial year	3,760,075	688,961	2,961,814	109,300
Comprehensive result	12,894	12,894	-	-
Net asset revaluation increment (decrement)	148,091	-	148,091	-
Transfer to other reserves	-	(12,870)	-	12,870
Transfer from other reserves	-	43,632	-	(43,632)
Balance at end of the financial year	3,921,060	732,616	3,109,905	78,538
2027				
Balance at beginning of the financial year	3,921,060	732,616	3,109,905	78,538
Comprehensive result	13,831	13,831	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(13,508)	-	13,508
Transfer from other reserves	-	31,129	-	(31,129)
Balance at end of the financial year	3,934,890	764,069	3,109,905	60,916
2028				
Balance at beginning of the financial year	3,934,890	764,069	3,109,905	60,916
Comprehensive result	15,586	15,586	-	-
Net asset revaluation increment (decrement)	155,495	-	155,495	-
Transfer to other reserves	-	(12,058)	-	12,058
Transfer from other reserves	-	9,172	-	(9,172)
Balance at end of the financial year	4,105,971	776,769	3,265,400	63,802

	Total \$,000	Accumulated surplus \$,000	Revaluation reserve \$,000	Other reserves \$,000
2029				
Balance at beginning of the financial year	4,105,971	776,769	3,265,400	63,802
Comprehensive result	15,651	15,651	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(16,382)	-	16,382
Transfer from other reserves	-	12,126	-	(12,126)
Balance at end of the financial year	4,121,622	788,164	3,265,400	68,058
2030				
Balance at beginning of the financial year	4,121,622	788,164	3,265,400	68,058
Comprehensive result	15,987	15,987	-	-
Net asset revaluation increment (decrement)	163,270	-	163,270	-
Transfer to other reserves	-	(13,610)	-	13,610
Transfer from other reserves	-	8,009	-	(8,009)
Balance at end of the financial year	4,300,879	798,549	3,428,670	73,660
2031				
Balance at beginning of the financial year	4,300,879	798,549	3,428,670	73,660
Comprehensive result	14,852	14,852	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(10,526)	-	10,526
Transfer from other reserves	-	7,306	-	(7,306)
Balance at end of the financial year	4,315,731	810,181	3,428,670	76,880
2032				
Balance at beginning of the financial year	4,315,731	810,181	3,428,670	76,880
Comprehensive result	18,115	18,115	-	-
Net asset revaluation increment (decrement)	171,434	-	171,434	-
Transfer to other reserves	-	(10,550)	-	10,550
Transfer from other reserves	-	6,450	-	(6,450)
Balance at end of the financial year	4,505,280	824,196	3,600,104	80,980
2033				
Balance at beginning of the financial year	4,505,280	824,196	3,600,104	80,980
Comprehensive result	19,117	19,117	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(10,690)	-	10,690
Transfer from other reserves	-	6,260	-	(6,260)
Balance at end of the financial year	4,524,397	838,883	3,600,104	85,410

Statement of cash flows

	Forecast	Budget	Projections								
	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)	(\$,000)
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Cash flows from operating activities											
Rates and charges	140,171	146,200	151,129	155,576	160,784	166,764	172,846	178,999	185,418	192,282	199,417
Statutory fees and fines											
• Parking fines	16,752	18,061	18,544	19,092	19,402	19,718	20,044	20,381	20,724	21,069	21,420
• Other statutory fees and fines	4,649	4,907	4,925	5,013	5,103	5,195	5,289	5,384	5,481	5,580	5,681
User fees											
• Parking fees	23,150	24,955	25,282	25,373	25,852	26,342	26,821	27,286	27,761	28,274	28,798
• Other user fees	24,329	19,250	20,019	20,702	21,405	22,125	22,841	23,547	24,270	25,037	25,828
Grants - operating	14,394	9,482	11,836	12,134	12,430	12,733	13,031	13,324	13,624	13,944	14,271
Grants - capital	2,238	4,178	5,111	4,703	4,767	5,334	5,811	4,522	2,690	5,130	5,170
Contributions - monetary	5,680	4,928	5,740	5,740	5,740	4,160	4,160	4,160	4,160	4,160	4,160
Interest received	4,818	6,609	5,227	4,684	3,851	3,005	2,460	2,531	2,640	2,839	2,975
Net trust funds taken	53,415	55,819	57,131	58,552	60,015	61,516	62,984	64,424	65,906	67,496	69,117
Other receipts	14,745	14,595	15,303	15,455	16,411	16,810	17,534	17,598	17,992	18,413	18,845
Net GST refund	7,542	10,303	11,362	11,721	10,634	8,791	8,939	8,984	9,355	9,866	10,212
Employee costs	(97,520)	(105,418)	(109,312)	(113,173)	(116,616)	(120,326)	(124,096)	(127,834)	(131,701)	(135,833)	(140,112)
Materials and services	(95,473)	(104,048)	(108,905)	(108,817)	(109,020)	(106,418)	(109,597)	(110,695)	(113,540)	(116,716)	(119,649)
Trust funds and deposits repaid	(53,100)	(55,490)	(56,932)	(58,356)	(59,814)	(61,310)	(62,781)	(64,225)	(65,702)	(67,279)	(68,894)
Other payments	(9,835)	(11,866)	(10,146)	(9,220)	(9,447)	(9,682)	(9,924)	(10,165)	(10,396)	(10,633)	(10,885)
Net cash provided by operating activities	55,956	42,465	46,314	49,180	51,498	54,756	56,361	58,222	58,682	63,628	66,353

	Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(27,875)	(57,972)	(69,204)	(75,343)	(64,329)	(46,859)	(46,881)	(47,195)	(49,820)	(53,816)	(56,179)
Proceeds from the sale of property, infrastructure, plant and equipment	367	2,620	5,750	450	450	450	450	450	450	450	450
Payments for investments	(26,900)	-	-	-	-	(5,000)	(7,000)	(5,000)	(6,000)	(7,000)	(5,000)
Proceeds from sale of investments	-	15,000	18,000	30,000	15,000	-	-	-	-	-	-
Net cash used in investing activities	(54,408)	(40,352)	(45,454)	(44,893)	(48,879)	(51,409)	(53,431)	(51,745)	(55,370)	(60,366)	(60,729)
Cash flows from financing activities											
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-	-
Interest paid - lease liabilities	(38)	(656)	(775)	(827)	(866)	(902)	(938)	(975)	(1,012)	(1,012)	(1,012)
Repayment of lease liabilities	(738)	(2,233)	(2,640)	(2,816)	(2,948)	(3,072)	(3,194)	(3,318)	(3,447)	(3,447)	(3,447)
Net cash provided by / (used in) financing activities	(776)	(2,889)	(3,415)	(3,643)	(3,814)	(3,975)	(4,132)	(4,292)	(4,459)	(4,459)	(4,459)
Net increase (decrease) in cash and cash equivalents	772	(775)	(2,555)	644	(1,195)	(627)	(1,202)	2,185	(1,148)	(1,197)	1,165
Cash and cash equivalents at beginning of year	12,339	13,111	12,336	9,781	10,425	9,229	8,602	7,400	9,585	8,437	7,241
Cash and cash equivalents at end of year	13,111	12,336	9,781	10,425	9,229	8,602	7,400	9,585	8,437	7,241	8,406

Statement of capital works

	Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Property											
Building improvements	9,027	27,846	33,431	16,453	16,588	16,825	19,367	16,381	19,071	20,112	20,112
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Total buildings	9,027	27,846	33,431	16,453	16,588	16,825	19,367	16,381	19,071	20,112	20,112
Total property	9,027	27,846	33,431	16,453	16,588	16,825	19,367	16,381	19,071	20,112	20,112
Plant and equipment											
Plant, machinery and equipment	3,975	2,360	2,595	2,680	2,800	2,700	2,485	2,770	2,125	2,330	3,250
Fixtures, fittings and furniture	517	333	939	959	959	119	119	119	119	119	119
Computers and telecommunications	620	650	800	700	700	700	700	700	700	700	700
Heritage and artworks	-	30	-	30	-	30	-	30	-	30	-
Library books	949	852	852	852	852	852	852	852	852	852	852
Total plant and equipment	6,061	4,225	5,186	5,221	5,311	4,401	4,156	4,471	3,796	4,031	4,921
Infrastructure											
Roads	1,870	3,378	3,817	4,780	4,680	3,025	3,025	3,025	4,025	4,025	4,025
Bridges	64	141	4,480	-	-	-	-	-	-	-	-
Footpaths and cycleways	2,283	2,725	5,609	5,016	14,333	5,305	5,545	6,045	6,195	6,295	6,395
Drainage	1,550	1,962	1,620	2,512	1,460	2,448	1,450	1,570	1,700	1,840	1,990
Parks, open space and streetscapes	7,020	17,696	15,061	41,360	21,957	14,855	13,338	15,703	15,033	17,513	18,736
Total infrastructure	12,788	25,902	30,587	53,668	42,430	25,633	23,358	26,343	26,953	29,673	31,146

	Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Total capital works expenditure	27,876	57,972	69,203	75,342	64,329	46,859	46,881	47,195	49,820	53,816	56,179
Represented by:											
New asset expenditure	3,114	8,072	4,158	32,100	5,790	4,217	4,219	4,248	4,484	4,843	5,056
Asset renewal expenditure	12,510	17,841	24,972	20,844	27,018	19,681	19,690	19,822	20,924	22,603	23,595
Asset upgrade expenditure	9,513	25,271	28,084	17,953	25,088	18,275	18,284	18,406	19,430	20,988	21,910
Asset expansion expenditure	2,739	6,788	11,990	4,445	6,433	4,686	4,688	4,720	4,982	5,382	5,618
Total capital works expenditure	27,875	57,972	69,204	75,343	64,329	46,859	46,881	47,195	49,820	53,816	56,179
Funding sources represented by:											
Grants	3,319	4,668	5,402	5,003	5,067	5,634	6,111	4,822	2,990	5,430	5,470
Contributions	334	-	-	-	-	-	-	-	-	-	-
Reserves	15,226	35,440	39,800	32,307	16,629	8,122	10,076	6,959	6,256	5,400	5,210
Council cash	8,996	17,864	24,002	38,033	42,632	33,103	30,694	35,414	40,574	42,986	45,499
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	27,875	57,972	69,204	75,343	64,329	46,859	46,881	47,195	49,820	53,816	56,179

Schedule of reserve movements

	1 July 2022	2022/23			2023/24		
	Forecast opening balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)
Cash backed reserves							
Statutory reserves							
Open Space Contributions (Resort and Recreation Levy)							
• Open space contributions excluding FBURA	43,639	3,680	(2,701)	44,618	1,900	(8,532)	37,986
• Fishermans Bend Urban Renewal Area (FBURA)	-	-	-	-	350	-	350
Total Open Space Contributions (Resort and Recreation Levy)	43,639	3,680	(2,701)	44,618	2,250	(8,532)	38,336
• Car Parking Reserve	1,791	-	-	1,791	-	-	1,791
• Trust Funds and Deposits	7,007	315	-	7,322	329	-	7,651
Total Statutory Reserves	52,437	3,995	(2,701)	53,731	2,579	(8,532)	47,778
Non-Statutory Reserves							
Contractual Reserves							
• Child Care Infrastructure	6,009	1,143	(1,226)	5,926	923	(613)	6,236
• Middle Park Beach Nourishment	246	7	-	253	7	-	260
• Tied grants	9,012	4,137	(4,503)	8,646	473	(6,185)	2,934
• Waste charge	625	1,035	(213)	1,447	-	(615)	832
• ANAM Building Maintenance (South Melbourne Town Hall)	(27)	-	-	(27)	-	-	(27)
Project deferrals	23,450	14,202	(8,987)	28,665	2,716	(15,570)	15,811
Total contractual reserves	39,315	20,524	(14,929)	44,910	4,119	(22,983)	26,046
Strategic reserves							
Palais Theatre	2,599	925	(560)	2,964	939	(520)	3,383
Strategic Property Fund	16,829	398	-	17,227	2,633	-	19,860
In our Backyard (Affordable Housing)	3,255	500	(1,000)	2,755	500	(2,755)	500
Sustainable Transport	4,253	1,671	(1,466)	4,458	1,880	(1,109)	5,229
St Kilda Marina and Foreshore	-	-	(55)	(55)	139	(300)	(216)
Other	4,394	-	(100)	4,294	-	(1,060)	3,234
Total Strategic Reserves	31,330	3,494	(3,181)	31,643	6,091	(5,744)	31,990
General reserves							
Internal Borrowing - Fishermans Bend Investments	(8,772)	2,158	-	(6,614)	2,308	-	(4,306)
Internal Borrowing - Other	(31)	-	(261)	(292)	165	(873)	(1,000)
Asset Renewal Fund and Risk	21,291	3,223	(1,170)	23,344	14,422	(9,365)	28,401
Smart Technology Fund	(10,059)	1,763	-	(8,296)	1,400	-	(6,896)
Municipal Growth Reserve (including Fishermans Bend)	3,516	392	-	3,908	392	-	4,300
Rates Cap Challenge	6,000	-	-	6,000	6,300	-	12,300
Total General Reserves	11,944	7,536	(1,431)	18,049	24,987	(10,238)	32,798
Total Non-Statutory Reserves	82,589	31,554	(19,541)	94,602	35,197	(38,965)	90,834
Total Cash-backed Reserves	135,026	35,549	(22,242)	148,333	37,776	(47,497)	138,612

2024/25			2025/26			2026/27		
Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)
3,180	(11,859)	29,307	3,180	(22,448)	10,039	3,180	(6,171)	7,048
2,500	-	2,850	2,500	-	5,350	2,500	-	7,850
5,680	(11,859)	32,157	5,680	(22,448)	15,389	5,680	(6,171)	14,898
-	-	1,791	-	-	1,791	-	-	1,791
199	-	7,850	196	-	8,046	201	-	8,247
5,879	(11,859)	41,798	5,876	(22,448)	25,226	5,881	(6,171)	24,936
1,311	(741)	6,806	1,344	(1,181)	6,969	1,378	(2,221)	6,126
7	-	267	13	-	280	9	-	289
-	(677)	2,257	-	(300)	1,957	-	-	1,957
-	-	832	-	-	832	-	-	832
60	-	33	60	-	93	60	(60)	93
235	(12,715)	3,331	-	(1,966)	1,365	-	(1,365)	0
1,613	(14,133)	13,526	1,417	(3,447)	11,496	1,447	(3,646)	9,297
985	(1,293)	3,075	1,010	(275)	3,810	1,035	-	4,845
5,700	-	25,560	400	(10,000)	15,960	400	(5,000)	11,360
500	(1,000)	0	-	-	0	-	-	0
1,918	(1,450)	5,697	1,706	(750)	6,653	1,740	(9,500)	(1,107)
139	(2,245)	(2,322)	101	(2,200)	(4,421)	631	(2,500)	(6,290)
-	(1,500)	1,734	-	(1,734)	0	-	-	0
9,242	(7,488)	33,744	3,217	(14,959)	22,002	3,806	(17,000)	8,808
158	-	(4,148)	158	-	(3,990)	158	-	(3,832)
165	-	(835)	165	-	(670)	165	-	(505)
730	(10,740)	18,391	500	(2,028)	16,863	500	(1,762)	15,601
1,400	-	(5,496)	1,400	-	(4,096)	1,400	-	(2,696)
321	-	4,621	333	-	4,954	351	-	5,305
3,250	-	15,550	-	(750)	14,800	-	(2,550)	12,250
6,024	(10,740)	28,082	2,556	(2,778)	27,860	2,574	(4,312)	26,122
16,878	(32,361)	75,352	7,190	(21,184)	61,358	7,828	(24,958)	44,227
22,757	(44,220)	117,150	13,066	(43,632)	86,584	13,709	(31,129)	69,163

Schedule of reserve movements

	2027/28			2028/29		
	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)
Cash backed reserves						
Statutory reserves						
Open Space Contributions (Resort and Recreation Levy)						
• Open space contributions excluding FBURA	4,100	(4,100)	7,048	4,100	(4,100)	7,048
• Fishermans Bend Urban Renewal Area (FBURA)	-	-	7,850	-	-	7,850
Total Open Space Contributions (Resort and Recreation Levy)	4,100	(4,100)	14,898	4,100	(4,100)	14,898
• Car Parking Reserve	-	-	1,791	-	-	1,791
• Trust Funds and Deposits	206	-	8,453	203	-	8,656
Total Statutory Reserves	4,306	(4,100)	25,142	4,303	(4,100)	25,345
Non-Statutory Reserves						
Contractual Reserves						
• Child Care Infrastructure	1,412	(2,762)	4,776	1,412	(3,786)	2,402
• Middle Park Beach Nourishment	9	-	298	9	-	307
• Tied grants	-	-	1,957	-	-	1,957
• Waste charge	-	-	832	-	-	832
• ANAM Building Maintenance (South Melbourne Town Hall)	60	(60)	93	60	(60)	93
Project deferrals	-	-	0	-	-	0
Total contractual reserves	1,481	(2,822)	7,956	1,481	(3,846)	5,590
Strategic reserves						
Palais Theatre	1,062	-	5,907	1,088	(1,000)	5,995
Strategic Property Fund	400	-	11,760	400	-	12,160
In our Backyard (Affordable Housing)	-	-	0	-	-	0
Sustainable Transport	1,775	(750)	(82)	1,841	(750)	1,009
St Kilda Marina and Foreshore	647	(300)	(5,943)	662	(300)	(5,581)
Other	-	-	0	-	-	0
Total Strategic Reserves	3,884	(1,050)	11,642	3,991	(2,050)	13,583
General reserves						
Internal Borrowing - Fishermans Bend Investments	158	-	(3,674)	158	-	(3,516)
Internal Borrowing - Others	165	-	(340)	165	-	(175)
Asset Renewal Fund and Risk	500	-	16,101	-	-	16,101
Smart Technology Fund	1,400	-	(1,296)	1,296	-	(0)
Municipal Growth Reserve (including Fishermans Bend)	371	-	5,676	5,191	-	10,867
Rates Cap Challenge	-	(1,200)	11,050	-	(2,130)	8,920
Total General Reserves	2,594	(1,200)	27,516	6,810	(2,130)	32,196
Total Non-Statutory Reserves	7,958	(5,072)	47,113	12,282	(8,026)	51,369
Total Cash-backed Reserves	12,264	(9,172)	72,255	16,585	(12,126)	76,714

2029/30			2030/31			2031/32		
Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)
4,100	(4,100)	7,048	4,100	(4,100)	7,048	4,100	(4,100)	7,048
-	-	7,850	-	-	7,850	-	-	7,850
4,100	(4,100)	14,898	4,100	(4,100)	14,898	4,100	(4,100)	14,898
-	-	1,791	-	-	1,791	-	-	1,791
199	-	8,855	204	-	9,059	217	-	9,276
4,299	(4,100)	25,544	4,304	(4,100)	25,748	4,317	(4,100)	25,965
1,446	(2,799)	1,049	1,479	(246)	2,282	1,549	(200)	3,631
9	-	316	9	-	325	9	-	334
-	-	1,957	-	-	1,957	-	-	1,957
-	-	832	-	-	832	-	-	832
60	(60)	93	60	(60)	93	60	(60)	93
-	-	0	-	-	0	-	-	0
1,515	(2,859)	4,247	1,548	(306)	5,489	1,618	(260)	6,847
1,113	-	7,108	1,139	-	8,248	1,167	-	9,415
400	-	12,560	400	-	12,960	400	-	13,360
-	-	0	-	-	0	-	-	0
1,848	(750)	2,107	1,885	(750)	3,242	1,923	(750)	4,415
678	(300)	(5,203)	693	(300)	(4,810)	710	(300)	(4,401)
-	-	0	-	-	0	-	-	0
4,039	(1,050)	16,572	4,117	(1,050)	19,639	4,200	(1,050)	22,789
158	-	(3,358)	158	-	(3,200)	158	-	(3,042)
165	-	(10)	165	-	155	10	-	165
-	-	16,101	-	-	16,101	-	-	16,101
-	-	(0)	-	-	(0)	-	-	(0)
2,813	-	13,680	437	-	14,118	464	-	14,582
820	-	9,740	-	(1,850)	7,890	-	(1,040)	6,850
3,956	-	36,153	760	(1,850)	35,063	632	(1,040)	34,655
9,510	(3,909)	56,971	6,426	(3,206)	60,191	6,450	(2,350)	64,291
13,809	(8,009)	82,515	10,730	(7,306)	85,939	10,767	(6,450)	90,256

Schedule of reserve movements

	2033/34		
	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)
Cash backed reserves			
Statutory reserves			
Open Space Contributions (Resort and Recreation Levy)			
• Open space contributions excluding FBURA	4,100	[4,100]	7,048
• Fishermans Bend Urban Renewal Area (FBURA)	-	-	7,850
Total Open Space Contributions (Resort and Recreation Levy)	4,100	[4,100]	14,898
• Car Parking Reserve	-	-	1,791
• Trust Funds and Deposits	223	-	9,499
Total Statutory Reserves	4,323	[4,100]	26,188
Non-Statutory Reserves			
Contractual Reserves			
• Child Care Infrastructure	1,586	[200]	5,017
• Middle Park Beach Nourishment	9	-	343
• Tied grants	-	-	1,957
• Waste charge	-	-	832
• ANAM Building Maintenance (South Melbourne Town Hall)	60	[60]	93
Project deferrals	-	-	0
Total contractual reserves	1,655	[260]	8,242
Strategic reserves			
Palais Theatre	1,196	-	10,611
Strategic Property Fund	400	-	13,760
In our Backyard (Affordable Housing)	-	-	0
Sustainable Transport	1,961	[750]	5,626
St Kilda Marina and Foreshore	727	[300]	[3,974]
Other	-	-	0
Total Strategic Reserves	4,283	[1,050]	26,023
General reserves			
Internal Borrowing - Fishermans Bend Investments	158	-	[2,884]
Internal Borrowing - Others	-	-	165
Asset Renewal Fund and Risk	-	-	16,101
Smart Technology Fund	-	-	[0]
Municipal Growth Reserve (including Fishermans Bend)	493	-	15,075
Rates Cap Challenge	-	[850]	6,000
Total General Reserves	651	[850]	34,456
Total Non-Statutory Reserves	6,590	[2,160]	68,721
Total Cash-backed Reserves	10,913	[6,260]	94,908

Statement of human resources

	Budget (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Staff expenditure											
Employee costs - operating	99,126	105,822	109,834	113,648	117,078	120,815	124,655	128,432	132,320	136,470	140,768
Employee costs - capital	2,250	4,712	4,844	4,980	5,120	4,864	4,996	5,126	5,259	5,402	5,548
Total	101,376	110,534	114,679	118,628	122,198	125,679	129,650	133,558	137,579	141,872	146,316
Staff numbers - FTE											
Employees	847	847	850	853	854	854	857	860	864	868	872
Total	847	847	850	853	854	854	857	860	864	868	872

Summary of Planned Human Resources

Staff expenditure											
City, Growth and Development	25,707	28,161	29,090	30,028	30,999	32,004	33,011	34,020	35,063	36,175	37,326
Community Wellbeing and Inclusion	25,850	26,287	27,154	28,030	28,936	29,873	30,814	31,755	32,728	33,766	34,840
Operations and Infrastructure	22,601	23,239	24,005	24,780	25,581	26,409	27,240	28,072	28,932	29,850	30,801
Governance, Capability and Experience	14,710	17,256	17,826	18,401	18,996	19,611	20,228	20,846	21,485	22,166	22,871
Total	88,868	94,943	98,074	101,240	104,512	107,897	111,293	114,694	118,208	121,958	125,838
Casual and temporary employee costs	6,955	3,544	3,643	3,746	3,851	3,959	4,066	4,172	4,281	4,397	4,516
External contractors and other expenditure	3,303	7,335	8,116	8,662	8,714	8,958	9,295	9,567	9,831	10,116	10,414
Capital employee costs	2,250	4,712	4,844	4,980	5,120	4,864	4,996	5,126	5,259	5,402	5,548
Total	101,376	110,534	114,679	118,628	122,198	125,679	129,650	133,558	137,579	141,872	146,316

Statement of planned human resources

	Budget (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
City, Growth and Development											
Permanent Full Time	21,321	24,223	25,041	25,866	26,720	27,604	28,492	29,383	30,305	31,288	32,308
• Female	10,699	11,736	12,203	12,668	13,152	13,655	14,166	14,683	15,222	15,797	16,396
• Male	10,622	12,487	12,837	13,198	13,568	13,949	14,327	14,700	15,083	15,492	15,911
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	4,386	3,939	4,049	4,163	4,280	4,400	4,519	4,637	4,758	4,886	5,019
• Female	2,112	2,448	2,516	2,587	2,659	2,734	2,808	2,881	2,956	3,037	3,119
• Male	2,274	1,491	1,533	1,576	1,620	1,666	1,711	1,755	1,801	1,850	1,900
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	25,707	28,161	29,090	30,028	30,999	32,004	33,011	34,020	35,063	36,175	37,326
Community Wellbeing and Inclusion											
Permanent Full Time	15,580	15,764	16,335	16,908	17,501	18,118	18,740	19,367	20,017	20,711	21,431
• Female	11,591	11,700	12,157	12,612	13,085	13,578	14,077	14,582	15,107	15,668	16,253
• Male	3,989	4,064	4,178	4,296	4,416	4,540	4,663	4,785	4,909	5,042	5,179
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	10,270	10,523	10,818	11,122	11,434	11,755	12,074	12,388	12,711	13,056	13,409
• Female	8,360	8,023	8,248	8,480	8,718	8,963	9,205	9,445	9,691	9,954	10,223
• Male	1,910	2,500	2,570	2,642	2,717	2,793	2,869	2,943	3,020	3,102	3,186
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	25,850	26,287	27,154	28,030	28,936	29,873	30,814	31,755	32,728	33,766	34,840
Operations and Infrastructure											
Permanent Full Time	21,622	22,170	22,907	23,651	24,420	25,215	26,014	26,814	27,641	28,524	29,438
• Female	7,322	7,212	7,414	7,622	7,836	8,056	8,274	8,490	8,711	8,947	9,190
• Male	14,300	14,958	15,492	16,028	16,583	17,159	17,739	18,324	18,930	19,577	20,249
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	979	1,069	1,099	1,130	1,161	1,194	1,226	1,258	1,291	1,326	1,362
• Female	781	760	781	803	825	849	872	894	918	943	968
• Male	198	309	318	327	336	345	355	364	374	384	394
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	22,601	23,239	24,005	24,780	25,581	26,409	27,240	28,072	28,932	29,850	30,801

	Budget (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Governance, Capability and Experience											
Permanent Full Time	12,898	15,425	15,943	16,465	17,006	17,565	18,127	18,690	19,272	19,894	20,538
• Female	7,309	8,086	8,313	8,547	8,786	9,033	9,278	9,520	9,768	10,032	10,304
• Male	5,589	7,142	7,428	7,711	8,006	8,312	8,623	8,939	9,267	9,618	9,983
• Self-described gender	-	197	202	208	214	220	226	231	237	244	251
Permanent Part Time	1,812	1,832	1,883	1,936	1,990	2,046	2,101	2,156	2,212	2,272	2,334
• Female	1,647	1,440	1,481	1,522	1,565	1,609	1,652	1,695	1,740	1,787	1,835
• Male	165	309	318	327	336	345	355	364	374	384	394
• Self-described gender	-	82	85	87	89	92	94	97	99	102	105
Total	14,710	17,256	17,826	18,401	18,996	19,611	20,228	20,846	21,485	22,166	22,871
Casual, temporary employees and other costs	10,258	10,879	11,760	12,408	12,565	12,918	13,361	13,739	14,112	14,513	14,930
Capital employees	3,742	4,712	4,844	4,980	5,120	4,864	4,996	5,126	5,259	5,402	5,548
Total staff expenditure	102,868	110,534	114,679	118,628	122,198	125,679	129,650	133,558	137,579	141,872	146,316

Statement of planned human resources

Staff – Full Time Equivalent (FTE)

	Budget	Budget	Projections								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Staff numbers											
Employees	847	847	850	853	854	854	857	860	864	868	872
Total	847	847	850	853	854	854	857	860	864	868	872
City, Growth and Development											
Permanent Full Time	177.9	187.1	188.5	189.7	190.9	192.1	193.4	194.6	196.0	197.3	198.7
• Female	90.5	91.5	92.9	94.1	95.3	96.5	97.8	99.0	100.4	101.7	103.1
• Male	87.4	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	39.5	35.3	35.3	35.3	35.3	35.3	35.3	35.3	35.3	35.3	35.3
• Female	19.1	20.9	20.9	20.9	20.9	20.9	20.9	20.9	20.9	20.9	20.9
• Male	20.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	217.4	222.4	223.8	225.0	226.2	227.4	228.7	229.9	231.3	232.6	234.0
Community Wellbeing and Inclusion											
Permanent Full Time	141.4	132.8	134.1	135.2	136.3	137.5	138.6	139.8	141.1	142.3	143.6
• Female	109.4	98.9	100.2	101.3	102.4	103.6	104.7	105.9	107.2	108.4	109.7
• Male	32.0	33.9	33.9	33.9	33.9	33.9	33.9	33.9	33.9	33.9	33.9
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	111.0	109.0	108.4	108.4	108.4	108.4	108.4	108.4	108.4	108.4	108.4
• Female	87.7	79.7	79.1	79.1	79.1	79.1	79.1	79.1	79.1	79.1	79.1
• Male	23.3	29.3	29.3	29.3	29.3	29.3	29.3	29.3	29.3	29.3	29.3
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	252.4	241.8	242.5	243.6	244.7	245.9	247.0	248.2	249.5	250.7	252.0
Operations and Infrastructure											
Permanent Full Time	175.9	181.7	182.8	183.8	184.8	185.8	186.9	187.9	189.0	190.1	191.3
• Female	55.7	55.4	55.4	55.4	55.4	55.4	55.4	55.4	55.4	55.4	55.4
• Male	120.2	126.3	127.4	128.4	129.4	130.4	131.5	132.5	133.6	134.7	135.9
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	8.2	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3
• Female	6.2	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4
• Male	2.0	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	184.1	191.0	192.1	193.1	194.1	195.1	196.2	197.2	198.3	199.4	200.6

	Budget 2022/23	Budget 2023/24	Projections								
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Governance, Capability and Experience											
Permanent Full Time	106.0	109.3	110.2	110.9	111.6	112.4	113.1	113.9	114.7	115.6	116.4
• Female	58.0	57.8	57.8	57.8	57.8	57.8	57.8	57.8	57.8	57.8	57.8
• Male	48.0	49.5	50.4	51.1	51.8	52.6	53.3	54.1	54.9	55.8	56.6
• Self-described gender	-	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Permanent Part Time	15.6	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4
• Female	14.6	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4
• Male	1.0	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
• Self-described gender	-	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Total	121.6	124.7	125.6	126.3	127.0	127.8	128.5	129.3	130.1	131.0	131.8
Casual and temporary employees	35.7	31.5	30.5	29.5	28.6	27.7	26.8	25.9	25.1	24.2	23.4
Capital employees	35.5	35.4	35.4	35.4	33.4	29.7	29.7	29.7	29.7	29.7	29.7
Total staff number	846.7	846.8	849.9	852.9	854.0	853.5	856.9	860.4	864.0	867.7	871.5

Operating grants

Operating grant funding types and source	Budget 2022/23	Forecast 2022/23	Budget 2023/24	Variance	
	\$,000	\$,000	\$,000	\$,000	%
Recurrent – Australian Government					
Victoria Grants Commission	647	2,996	783	(2,213)	(74%)
Recreation	30	30	40	10	33%
Community Health	660	738	745	6	1%
General home care	2,617	3,081	2,850	(231)	(7%)
Immunisation	11	11	11	0	0%
Recurrent – State Government					
Community Health	92	122	96	(26)	(21%)
Family and Children	869	1,100	843	(257)	(23%)
General home care	619	646	632	(15)	(2%)
Immunisation	48	48	48	0	0%
Libraries	755	755	777	22	3%
Maternal & Child Health	943	858	860	2	0%
Recreation	50	50	50	0	0%
School crossing supervisors	157	199	240	41	20%
Street and Beach Cleaning	240	240	250	10	4%
Total recurrent grants	7,737	10,874	8,223	(2,650)	(24%)
Non-recurrent – Australian Government					
Arts	0	800	100	(700)	(88%)
Family and Children	17	46	0	(46)	(100%)
General home care	462	462	463	1	0%
Other	0	30	0	(30)	(100%)
Non-recurrent – State Government					
Community Health	0	328	0	(328)	(100%)
Family and Children	22	22	0	(22)	(100%)
General home care	0	32	0	(32)	(100%)
Other	0	1,216	695	(521)	(43%)
Recreation	0	585	0	(585)	(100%)
Transport	690	0	0	0	0%
Total non-recurrent grants	1,191	3,521	1,258	(2,263)	(64%)
Total operating grants	8,928	14,395	9,481	(4,913)	(34%)

Capital grants

Operating Grant Funding Types and Source	Budget 2021/22 \$,'000	Forecast 2022/23 \$,'000	Budget 2023/24 \$,'000	Variance \$,'000
Recurrent - Australian Government				
Roads	300	300	300	0
Recurrent - Victorian Government				
	0	0	0	0
Total recurrent grants	300	300	300	0
Non-recurrent - Australian Government				
Buildings	0	463	-	(463)
Parks, open space and streetscape	0	27	-	(27)
Roads	173	-	175	175
Footpaths and cycleways	550	68	66	(2)
Non-recurrent - Victorian Government				
Parks, open space and streetscape	1,676	827	1,245	418
Footpaths and cycleways	1,039	151	20	(131)
Buildings	1,700	135	2,372	2,237
Plant, machinery and equipment	130	87	-	(87)
Roads	132	180	-	(180)
Total non-recurrent grants	5,400	1,938	3,878	1,940
Total capital grants	5,700	2,238	4,178	1,940

Statement of borrowings

Loans	Forecast 2022/23 \$,000	Budget 2023/24 \$,000
Total amount to be borrowed as at 30 June of the prior year	0	0
Total amount to be borrowed	0	0
Total amount projected to be redeemed	0	0
Total amount proposed to be borrowed as at 30 June	0	0

The statement of borrowings excludes financial leases which are classified as Lease Liabilities in the Balance Sheet in accordance with accounting standards.

Council property leases

Council gives notice of its intention to lease the following properties on the terms listed below pursuant to Section 115 of the Act to be disclosed in the Budget 2023/24.

Property address	Permitted use	Commencing rent (excluding GST)	Lease term
17 Eildon Road, St Kilda	Childcare centre	\$104 (if demanded)	Up to 5 years
46 Tennyson Street, Elwood	Childcare centre	\$104 (if demanded)	Up to 5 years
39 The Avenue, Balaclava	Childcare centre	\$104 (if demanded)	Up to 5 years
3/1A St Vincent Place, Albert Park	Bowls and associated club activities	\$480	5 years
38 Blessington Street, St Kilda	Environmental education facility	\$104	Up to 2 years
Office, 147 Liardet Street, Port Melbourne	Office	Market rent	Up to 6 years
Level 1, 200 Bank Street South Melbourne	Office	Market rent	Up to 6 years
55A Blessington Street, St Kilda	Environmental education facility	\$104	Up to 10 years

10-Year Portfolio Program

Budget 2023/24 capital works program

Capital works 2023/24	Budget cost (\$,000)		
	Operating	Capital	Project
Property			
Buildings	2,167	24,396	26,563
Building renewal and upgrade program	-	541	541
Building safety and accessibility program	85	837	922
Children's centres improvement program	-	569	569
HVAC, air and energy improvement program	-	636	636
Minor capital works (buildings) program	-	1,420	1,420
EcoCentre Redevelopment	10	5,023	5,033
Lagoon Reserve pavilion and sports Field	606	2,662	3,268
Palais Theatre concrete spalling	-	90	90
Elder Smith netball courts and pavilion	200	650	850
South Melbourne Market Cecil Street essential services connect	-	309	309
South Melbourne Town Hall renewal upgrade	1,000	8,500	9,500
Palais Theatre tunnels rectification	25	320	345
Library facilities improvement program	-	300	300
South Melbourne Market stall base build changeover	20	190	210
South Melbourne Market renewal works	28	142	170
Albert Park Bowls Club pavilion upgrade	-	260	260
Elwood Reserve change and umpire rooms	-	343	343
South Melbourne Market project connect	-	175	175
Public Toilet Plan program	-	590	590
South Melbourne Market compliance works program	63	829	892
Total property	2,167	24,396	26,563
Plant and equipment			
Plant, machinery and equipment	-	2,360	2,360
Fleet renewal program	-	1,860	1,860
Bin purchases and replacement program	-	500	500
Fixtures, fittings and furniture	18	258	275
Workplace renewal and upgrade program	10	215	225
Council furniture and fittings	8	43	50
Computers and telecommunications	-	650	650
Core ICT Infra upgrade and refresh	-	650	650

Asset expenditure type (\$'000)				Funding sources (\$'000)				
New	Renewal	Upgrade	Expansion	Deferral	Grants/ Contributions	Reserves	Council Cash	Borrowing
1,140	6,559	14,271	2,425	6,983	2,372	10,111	7,098	
-	383	158	-	253	-	145	143	
224	199	246	168	752	-	-	170	
150	205	127	88	-	272	197	100	
-	443	193	-	201	-	270	165	
-	836	584	-	105	-	165	1,150	
-	1,507	3,516	-	2,145	2,100	500	288	
-	532	799	1,331	73	-	1,000	2,196	
-	27	63	-	-	-	90	-	
-	-	-	650	-	-	716	134	
-	124	186	-	137	-	172	-	
-	1,275	7,225	-	2,060	-	6,390	1,050	
-	96	224	-	-	-	345	-	
-	150	150	-	50	-	-	250	
-	114	76	-	-	-	-	210	
-	85	57	-	-	-	-	170	
-	65	195	-	45	-	-	215	
343	-	-	-	-	-	-	343	
53	35	53	35	-	-	-	175	
255	181	-	154	305	-	120	165	
115	292	422	-	717	-	-	175	
1,140	6,559	14,271	2,425	6,983	2,372	10,111	7,098	
500	1,860	-	-	-	-	-	2,360	
-	1,860	-	-	-	-	-	1,860	
500	-	-	-	-	-	-	500	
-	103	155	-	-	-	-	275	
-	86	129	-	-	-	-	225	
-	17	26	-	-	-	-	50	
-	650	-	-	-	-	-	650	
-	650	-	-	-	-	-	650	

Budget 2023/24 capital works program

Capital works 2023/24	Budget cost (\$,000)		
	Operating	Capital	Project
Heritage plant and equipment	-	30	30
Art acquisition	-	30	30
Library books	-	852	852
Library purchases	-	852	852
Total plant and equipment	18	4,150	4,167
Infrastructure			
Roads	105	2,878	2,983
Blackspot safety improvements program	-	135	135
Kerb and gutter renewal program	25	308	333
Laneway renewal and upgrade program	-	345	345
Local area traffic management infrastructure program	15	100	115
Pedestrian infrastructure program	-	75	75
Road renewal program	65	1,915	1,980
Bridges	-	116	116
Broadway Bridge works	-	116	116
Footpaths and cycleways	180	2,236	2,416
Bike infrastructure program	65	30	95
Footpath renewal program	-	700	700
Kerb and gutter renewal program	-	325	325
Laneway renewal and upgrade program	16	86	102
Local area traffic management infrastructure	34	234	268
West Beach Boardwalk accessibility	65	774	839
Pedestrian infrastructure program	-	87	87
Drainage	10	1,763	1,773
Stormwater harvesting design	-	97	97
Stormwater management program	-	965	965
Water sensitive urban program	10	701	711
Parks, open space and streetscapes	2,256	14,851	17,107
Sports field lighting central control	-	24	24
Danks Street biolink	-	400	400
Maritime infrastructure renewal program	30	141	171
St Kilda Adventure Playground upgrade	170	125	295
Alma Park play space upgrade	88	365	454
Elwood foreshore facilities development	-	170	170
Gasworks Arts Park reinstatement	-	880	880
Graham Street overpass skatepark and carpark	158	748	906
Acland Street Plaza planting and hostile vehicle mitigation	20	150	170
JL Murphy Community Pitch synthetic field	425	1,280	1,706

Asset expenditure type (\$'000)				Funding sources (\$'000)					
New	Renewal	Upgrade	Expansion	Deferral	Grants/ Contributions	Reserves	Council Cash	Borrowing	
-	-	-	30	-	-	-	30		
-	-	-	30	-	-	-	30		
852	-	-	-	-	-	-	852		
852	-	-	-	-	-	-	852		
1,352	2,613	155	30	-	-	-	4,167		
113	1,495	1,270	-	82	435	75	2,391		
68	-	68	-	-	135	-	-		
30	185	93	-	82	-	-	251		
-	224	121	-	-	-	-	345		
-	40	60	-	-	-	-	115		
15	-	60	-	-	-	75	-		
-	1,046	869	-	-	300	-	1,680		
-	116	-	-	36	-	-	80		
-	116	-	-	36	-	-	80		
73	821	1,337	4	36	86	626	1,668		
4	3	20	4	-	20	75	-		
-	378	322	-	-	-	-	700		
-	98	228	-	-	-	-	325		
-	56	30	-	-	-	-	102		
-	94	140	-	-	-	-	268		
-	193	580	-	36	66	514	223		
70	-	17	-	-	-	37	50		
531	611	586	35	115	-	97	1,561		
-	39	58	-	-	-	97	-		
-	545	420	-	-	-	-	965		
531	28	108	35	115	-	-	596		
3,551	4,052	4,657	2,591	3,926	1,602	8,686	2,892		
7	7	10	-	24	-	-	-		
400	-	-	-	-	400	-	-		
-	121	20	-	86	-	-	85		
-	19	106	-	170	-	-	125		
-	110	256	-	-	150	304	-		
9	80	63	19	170	-	-	-		
264	176	440	-	-	-	880	-		
-	150	150	449	86	-	456	365		
-	60	90	-	170	-	-	-		
256	-	384	640	548	-	1,158	-		

Budget 2023/24 capital works program

Capital works 2023/24	Budget cost (\$,000)		
	Operating	Capital	Project
Moubray Street Community Park	101	974	1,074
North Port oval perimeter upgrade	-	93	93
Palais Theatre and Luna Park precinct	628	2,436	3,064
Sol Green Reserve upgrade	-	113	113
St Kilda Promenade safety upgrade	-	185	185
St Kilda Pier landside works upgrade	-	530	530
St Vincent Gardens Playground	1	41	42
Ludwig Stamer Reserve play space upgrade	31	229	261
Hewison Reserve upgrade	72	292	364
J Talbot Reserve basketball upgrade	-	68	68
St Kilda Junction underpass safety upgrade	1	245	246
Sandridge Bay Trail safety upgrade	-	215	215
Public space minor capital works	100	817	917
Expand Pakington Street Reserve	-	220	220
Public space expansion strategy	-	1,200	1,200
Skidders Adventure Playground Upgrade one	1	219	220
Little Page Reserve Playground renewal	-	73	73
Conservation of South African War Memorial	-	72	72
Public space lighting renewal and upgrade Program	121	717	838
Public Toilet Plan program	66	475	541
Sport and recreation infrastructure renewal and upgrade program	20	241	261
Sports fields lighting expansion program	205	670	875
Sports playing field renewal program	9	400	409
Total infrastructure	2,551	21,842	24,394
TOTAL capital works expenditure 2023/24	4,736	50,387	55,124
Project contingency	100	7,585	-
Total capital works	4,836	57,972	62,808

Asset expenditure type (\$'000)				Funding sources (\$'000)				
New	Renewal	Upgrade	Expansion	Deferral	Grants/ Contributions	Reserves	Council Cash	Borrowing
487	-	487	-	-	618	456	-	
-	37	56	-	-	-	50	43	
-	731	1,218	487	1,025	-	2,039	-	
-	45	68	-	9	-	41	63	
-	56	37	93	-	-	110	75	
-	159	106	265	-	-	265	265	
-	12	8	21	-	-	24	18	
-	92	23	115	-	18	243	-	
-	117	175	-	233	-	131	-	
-	17	17	34	18	-	50	-	
-	245	-	-	246	-	-	-	
-	-	215	-	215	-	-	-	
163	654	-	-	-	60	240	617	
-	-	44	176	-	-	150	70	
1,200	-	-	-	80	-	1,120	-	
219	-	-	-	-	-	220	-	
58	-	15	-	-	-	-	73	
-	-	72	-	-	-	-	72	
-	372	345	-	625	-	-	213	
-	380	95	-	184	357	-	-	
12	56	80	93	7	-	94	160	
469	-	-	201	-	-	625	250	
-	349	51	-	30	-	-	379	
4,267	7,095	7,851	2,630	4,195	2,123	9,484	8,591	
6,759	16,267	22,276	5,085	11,178	4,495	19,595	19,856	
1,031	2,481	3,397	776	1,558	627	2,731	2,768	
7,790	18,748	25,673	5,861	12,736	5,122	22,326	22,624	

Summary of capital works expenditure 2024-27

Capital works 2024/25	Budget cost (\$,000)		
	Operating	Capital	Project
Property			
Buildings	2,953	33,431	36,553
Total Property	2,953	33,431	36,553
Plant and equipment			
Plant, machinery and equipment	-	2,595	2,595
Fixtures, fittings and furniture	111	939	1,050
Computers and telecommunications	-	800	800
Library books	-	852	852
Total Plant and Equipment	111	5,186	5,297
Infrastructure			
Roads	228	3,817	4,045
Bridges	-	4,480	4,480
Footpaths and cycleways	308	5,609	5,917
Drainage	100	1,620	1,720
Parks, open space and streetscape	4,434	15,061	19,495
Total Infrastructure	5,071	30,587	35,658
Total Capital Works Expenditure	8,134	69,203	77,508

Asset expenditure type (\$'000)				Funding sources (\$'000)					
New	Renewal	Upgrade	Expansion	Deferral	Grants/ Contributions	Reserves	Council Cash	Borrowing	
1,293	6,658	16,281	9,199	6,396	839	16,981	12,338	-	
1,293	6,658	16,281	9,199	6,396	839	16,981	12,338	-	
295	2,100	200	-	-	-	-	2,595	-	
-	376	563	-	410	-	500	140	-	
-	800	-	-	-	-	-	800	-	
852	-	-	-	-	-	-	852	-	
1,147	3,276	763	-	410	-	500	4,387	-	
-	2,420	1,397	-	1,598	832	-	1,615	-	
-	4,480	-	-	-	2,240	2,240	-	-	
234	1,842	2,780	753	7	865	1,475	3,571	-	
-	1,188	432	-	80	-	640	1,000	-	
1,235	5,183	6,481	2,163	2,974	-	6,371	10,150	-	
1,468	15,113	11,089	2,916	4,659	3,937	10,726	16,336	-	
3,908	25,047	28,134	12,115	11,465	4,776	28,207	33,060	-	

Summary of capital works expenditure 2023-27

Capital works 2025/26	Budget cost (\$,000)		
	Operating	Capital	Project
Property			
Buildings	1,198	16,453	17,821
Total Property	1,198	16,453	17,821
Plant and equipment			
Plant, machinery and equipment	-	2,680	2,680
Fixtures, fittings and furniture	91	959	1,050
Computers and telecommunications	-	700	700
Heritage plant and equipment	-	30	30
Library books	-	852	852
Total Plant and Equipment	91	5,221	5,312
Infrastructure			
Roads	-	4,780	4,780
Footpaths and cycleways	356	5,016	5,372
Drainage	100	2,512	2,612
Parks, open space and streetscape	7,295	41,360	48,486
Total Infrastructure	7,752	53,668	61,251
Total Capital Works Expenditure	9,041	75,342	84,384

Asset expenditure type (\$'000)				Funding sources (\$'000)					
New	Renewal	Upgrade	Expansion	Deferral	Grants/ Contributions	Reserves	Council Cash	Borrowing	
2,851	5,374	7,117	1,111	485	1,303	2,456	13,577	-	
2,851	5,374	7,117	1,111	485	1,303	2,456	13,577	-	
295	2,185	200	-	-	-	-	2,680	-	
-	384	575	-	882	-	28	140	-	
-	700	-	-	-	-	-	700	-	
-	-	-	30	-	-	-	30	-	
852	-	-	-	-	-	-	852	-	
1,147	3,269	775	30	882	-	28	4,402	-	
-	3,439	1,341	-	-	1,000	-	3,780	-	
4	2,429	2,580	4	-	-	450	4,922	-	
-	1,545	967	-	-	-	1,612	1,000	-	
27,848	4,865	5,723	2,925	230	550	32,443	15,263	-	
27,851	12,277	10,611	2,929	230	1,550	34,505	24,965	-	
31,850	20,919	18,503	4,070	1,597	2,853	36,989	42,944	-	

Summary of capital works expenditure 2023-27

Capital works 2026/27	Budget cost (\$,000)		
	Operating	Capital	Project
Property			
Buildings	973	16,535	17,508
Total Property	973	16,535	17,508
Plant and equipment			
Plant, machinery and equipment	-	2,800	2,800
Fixtures, fittings and furniture	91	959	1,050
Computers and telecommunications	-	700	700
Library books	-	852	852
Total Plant and Equipment	91	5,311	5,402
Infrastructure			
Roads	-	4,680	4,680
Footpaths and cycleways	416	14,333	14,749
Drainage	100	1,460	1,560
Parks, open space and streetscape	6,139	22,010	28,149
Total Infrastructure	6,655	42,483	49,138
Total Capital Works Expenditure	7,719	64,329	72,048

Asset expenditure type (\$'000)				Funding sources (\$'000)					
New	Renewal	Upgrade	Expansion	Deferral	Grants	Reserves	Council Cash	Borrowings	
3,211	5,261	6,594	1,469	-	2,336	3,983	11,189	-	
3,211	5,261	6,594	1,469	-	2,336	3,983	11,189	-	
295	2,305	200	-	-	-	-	2,800	-	
-	384	575	-	591	-	-	459	-	
-	700	-	-	-	-	-	700	-	
852	-	-	-	-	-	-	852	-	
1,147	3,389	775	-	591	-	-	4,811	-	
-	3,299	1,381	-	-	1,000	-	3,680	-	
1,147	3,598	8,480	1,108	-	-	9,500	5,249	-	
-	1,124	336	-	-	-	560	1,000	-	
9,778	6,476	4,433	1,323	135	650	10,533	16,778	-	
10,925	14,497	14,630	2,430	135	1,650	20,593	26,706	-	
15,284	23,146	21,999	3,899	726	3,986	24,576	42,706	-	



Alma Park Playground was upgraded to improve accessibility, enhance nature play and provide top quality amenities.



2023–33 capital projects

Inclusive Port Phillip

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Ageing & Accessibility										
Access improvements to Council buildings	45	130	-	-	-	-	-	-	-	-
Children										
Children centre fence compliance	55	-	-	-	-	-	-	-	-	-
Children's centres improvement program	469	752	2,300	3,927	4,990	6,119	3,945	10	-	-
Children's centres minor capital works	165	178	178	178	178	178	178	178	178	178
Families and young people										
St Kilda Adventure Playground upgrade	295	1,705	-	-	-	-	-	-	-	-
Skidders Adventure Playground upgrades	220	-	627	-	-	-	-	-	-	-
Recreation										
Sports field lighting central control	24	-	-	-	-	-	-	-	-	-
Graham Street Overpass Skatepark and Carpark	906	41	703	-	-	-	-	-	-	-
JL Murphy Community Pitch synthetic field	1,706	-	-	-	-	-	-	-	-	-
Lagoon Reserve pavilion and sports Field	3,268	6,594	-	-	-	-	-	-	-	-
North Port oval perimeter upgrade	93	543	-	-	-	-	-	-	-	-
Elder Smith netball courts and pavilion	850	3,167	-	-	-	-	-	-	-	-
J Talbot Reserve basketball upgrade	68	-	-	-	-	-	-	-	-	-
Albert Park Bowls Club pavilion upgrade	260	-	-	-	-	-	-	-	-	-
Elwood Reserve change and umpire rooms	343	-	-	-	-	-	-	-	-	-
Sport and recreation infrastructure Renewal and upgrade program	261	300	350	300	300	300	300	300	300	300
Sports fields lighting expansion program	875	-	50	200	200	200	200	200	200	200
Sports playing field renewal program	461	847	2,530	100	1,400	100	1,400	100	1,400	100
Total	10,463	14,427	6,907	4,705	7,068	6,897	6,023	788	2,078	778

Liveable Port Phillip

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Public space										
Maritime infrastructure renewal program	171	605	735	650	650	650	650	650	650	650
Alma Park play space upgrade	454	-	-	-	-	-	-	-	-	-
Elwood foreshore facilities development	170	474	917	7,142	7,192	-	-	-	-	-
Gasworks Arts Park reinstatement	880	1,310	1,330	-	-	-	-	-	-	-
Acland Street Plaza greening and hostile vehicle mitigation	170	680	-	-	-	-	-	-	-	-
Cobden Place Pocket Park	-	-	1,680	-	-	-	-	-	-	-
Moubray Street Community Park	1,074	-	-	-	-	-	-	-	-	-
Palais Theatre and Luna Park precinct	3,064	-	-	-	-	-	-	-	-	-
Sol Green Reserve upgrade	113	1,460	-	-	-	-	-	-	-	-
St Kilda Promenade safety upgrade	185	402	-	-	-	-	-	-	-	-
St Kilda Pier landside works upgrade	530	2,685	-	-	-	-	-	-	-	-
St Vincent Gardens Playground	42	598	-	-	-	-	-	-	-	-
West Beach Boardwalk accessibility	839	-	-	-	-	-	-	-	-	-
Ludwig Stamer Reserve play space upgrade	261	-	-	-	-	-	-	-	-	-
Hewison Reserve upgrade	364	-	-	-	-	-	-	-	-	-
Sandridge Bay Trail safety upgrade	215	-	-	-	-	-	-	-	-	-
Public space minor capital works	917	1,200	1,200	1,200	1,200	1,200	1,320	1,320	1,200	1,200
Expand Pakington Street Reserve	220	-	-	-	-	-	-	-	-	-
Public space expansion strategy	1,200	450	26,200	9,000	-	-	-	-	-	-
Woodstock Street Reserve	-	-	-	-	50	710	-	-	-	-
Glen Eira Avenue Reserve upgrade	-	-	-	50	710	-	-	-	-	-
Bowen Crescent Reserve upgrade	-	-	-	30	50	1,220	-	-	-	-
Expand the size of Eastern Reserve North	-	-	-	30	50	1,295	-	-	-	-
Elwood foreshore facilities stages Two and Three	-	-	-	-	-	2,800	3,500	3,500	3,500	4,200
Port Melbourne Light Rail Linear Parks Plan	-	130	500	100	400	320	-	-	-	-
Waterfront Place Framework Plan	-	-	50	100	850	-	-	-	-	-
Station Pier Linear Park minor upgrade	-	-	-	25	75	-	-	-	-	-

2023-33 capital projects

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
St Kilda Botanical Garden play space upgrade	-	-	-	-	100	280	1,600	-	-	-
South Beach Reserve, St Kilda Foreshore	-	-	-	-	-	-	50	350	100	-
Clarke Reserve play space upgrade	-	50	450	-	-	-	-	-	-	-
Little Page Reserve Playground renewal	73	-	-	-	-	-	-	-	-	-
Public space lighting renewal and upgrade program	838	513	210	1,060	680	680	680	680	680	680
Transport and Parking										
Bike infrastructure program	95	1,537	250	8,350	500	500	500	500	500	500
Blackspot safety improvements program	135	420	420	420	420	420	420	420	420	420
Footpath renewal program	700	2,051	3,052	3,384	3,106	3,315	3,315	3,315	3,315	3,315
Kerb and gutter renewal program	658	807	825	825	860	860	860	860	860	860
Laneway renewal and upgrade program	447	294	235	235	235	235	235	235	235	235
Local area traffic management infrastructure program	383	-	-	-	-	-	-	-	-	-
Pier Road and Bay Trail safety upgrade	-	180	1,255	1,255	-	-	-	-	-	-
Parking technology program	-	400	400	400	400	400	400	400	400	400
St Kilda Junction underpass safety upgrade	246	-	-	-	-	-	-	-	-	-
Pedestrian infrastructure program	162	760	900	905	700	700	700	700	700	700
Road renewal program	2,096	5,965	1,990	1,870	1,870	1,870	1,870	2,870	2,870	2,870
Total	16,841	22,970	44,669	37,031	20,098	17,455	16,100	15,800	15,430	16,030

Sustainable Port Phillip

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Amenity										
Public Toilet Plan implementation program	1,131	482	580	550	450	450	450	450	450	450
Stormwater management program	965	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Sustainability										
Greening Port Phillip	400	-	-	-	-	-	-	-	-	-
HVAC, air and energy improvements program	636	1,003	200	200	200	200	200	200	200	200
EcoCentre redevelopment	5,033	-	-	-	-	-	-	-	-	-
Stormwater harvesting program	97	520	1,212	410	1,148	-	-	-	-	-
Catani Gardens irrigation upgrade	-	280	350	-	-	-	-	-	-	-
Open space irrigation renewal upgrade	-	-	170	285	285	285	285	285	285	285
Water sensitive urban design program	180	740	600	600	600	600	600	600	600	600
Waste Management										
Bin purchasing and replacement program	500	295	295	295	295	295	295	295	295	295
Total	9,472	4,320	4,407	3,340	3,978	2,830	2,830	2,830	2,830	2,830

Vibrant Port Phillip

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Arts, Culture and Heritage										
Palais Theatre concrete spalling	90	510	250	-	-	-	-	-	-	-
South Melbourne Town Hall renewal upgrade	9,500	8,739	-	-	-	-	-	-	-	-
Palais Theatre tunnels rectification	345	980	-	-	-	-	-	-	-	-
Art acquisition	30	-	30	-	30	-	30	-	30	-
Conservation of South African War Memorial	72	176	-	-	-	-	-	-	-	-
Libraries										
Library purchases	852	852	852	852	852	852	852	852	852	852
Library facilities improvement program	300	300	300	1,470	1,470	1,470	1,470	1,470	1,470	1,470
South Melbourne Market										
South Melbourne Market Cecil Street essential services connection	309	-	-	-	-	-	-	-	-	-
South Melbourne Market stall base build changeover	210	110	110	110	110	110	110	110	110	110
South Melbourne Market renewal works	170	383	495	595	595	595	595	595	595	595
South Melbourne Market project connect	175	175	1,948	1,948	1,948	1,948	1,948	1,948	-	-
South Melbourne Market compliance works program	891	1,809	4,299	2,113	1,190	980	560	-	-	-
Total	12,945	14,034	8,284	7,088	6,195	5,955	5,565	4,975	3,057	3,027

Well-Governed Port Phillip

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Asset Management										
Building renewal and upgrade program	486	2,005	2,540	2,540	2,540	2,540	2,540	2,540	2,540	2,540
Building safety and accessibility program	878	1,064	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590
Building renewal program	1,255	-	-	-	-	-	-	-	-	-
Council fleet renewal program	1,860	1,900	1,985	2,105	2,005	1,790	2,075	1,430	1,635	2,555
Workplace Plan implementation	275	950	950	950	140	140	140	140	140	140
Technology										
Core ICT infrastructure upgrade and refresh	650	800	700	700	700	700	700	700	700	700
Total	5,403	6,719	7,765	7,885	6,975	6,760	7,045	6,400	6,605	7,525
Total capital projects	55,123	62,469	72,032	60,049	44,314	39,897	37,563	30,793	30,000	30,190
Budget Capacity/Contingency and Indexation	7,685	15,039	12,352	11,999	8,168	12,610	15,295	25,005	30,274	32,730
Grand total	62,808	77,508	84,384	72,048	52,482	52,507	52,858	55,798	60,274	62,920

Note: from 2023/24 onwards, project totals are reported excluding contingency.

2023-27 operating projects

Inclusive Port Phillip

	2023/24	2024/25	2025/26	2026/27
Affordable housing and homelessness				
In Our Backyard	2,755	1,000	-	-
Ageing and accessibility				
Commonwealth aged care reforms	150			
Total	2,905	1,000	-	-

Liveable Port Phillip

	2023/24	2024/25	2025/26	2026/27
Public Space				
St Kilda Marina project	300	2,245	2,200	2,500
Dog Off-leash Guidelines	150	-	-	-
Temporary Park Gibbs Street	-	20	80	-
Coastal planning	190	20	-	-
Glen Eira Avenue Reserve trial	-	-	75	-
Blessington Street temporary road closure	-	100	-	-
Greenline upgrade trial	101	85	-	-
Open space and tree maintenance review	107	-	-	-
City Planning and Urban Design				
Fishermans Bend program	315	710	300	-
South Melbourne Structure Plan	50	-	-	-
Housing Strategy	165	10	-	-
St Kilda Strategic Plan implement program	100	120	80	80
Planning scheme amendments program	140	450	260	260
Heritage program implementation	190	340	50	-
St Kilda Triangle feasibility	100	-	-	-
Transport and Parking				
Healthy Tracks pedestrian audits	40	-	-	-
Domain Precinct - Metro Tunnel Project	490	-	-	-
Parking Policy e-permit implementation	521	-	-	-
Local Laws and Animal Management				
Local Law review	17	-	-	-
Footpath Trading Guidelines review	80			
Total	3,055	4,100	3,045	2,840

Sustainable Port Phillip

	2023/24	2024/25	2025/26	2026/27
Waste Management				
Waste transformation program	1,294	-	-	-
Sustainability				
Electrical line clearance	290	420	420	597
Community electric vehicle charging	50	50	150	-
Elster Creek Catchment and Elsternwick Park	180	495	-	-
Energy efficient street lighting upgrade	1,085	-	-	-
Greening Port Phillip program	879	640	640	640
South Melbourne Market sustainability initiative	75	75	75	-
Act and Adapt Strategy implementation	340	140	28	-
Total	4,193	1,820	1,313	1,237

Vibrant Port Phillip

	2023/24	2024/25	2025/26	2026/27
Arts, Culture and Heritage				
Deliver Live Music Action Plan	75	-	-	-
Economic Development and Tourism				
Games Action Plan implementation	75	-	-	-
Carlisle Street Carpark Strategy execution	129	-	-	-
Social and economic recovery	1,013	650	-	-
Libraries				
Library Action Plan technology implementation	101	60	60	60
Total	1,393	710	60	60

Well-Governed Port Phillip

	2023/24	2024/25	2025/26	2026/27
Governance, risk and policy				
Council Plan development	70	116	70	70
Customer experience				
Clever Council program	1,747	1,380	1,070	940
Total	1,817	1,496	1,140	1,010
Contingency and capacity	157	440	35	453
Grand Total	13,364	9,126	5,558	5,147

Rates and charges

This section presents information which the Act and regulations require to be disclosed in the Council's annual budget. The Valuer General Victoria has not yet certified our 2023 property valuation data; therefore, the following information is provisional and is subject to change.

It also 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 Revenue Rating Strategy, also contained in this document.

Rating context

In developing the Financial Plan, rates and charges are identified as the main source of revenue, accounting for more than 55 per cent of the total revenue received by Council annually. Planning for future rate increases has historically been an important component of developing the Financial Plan. The Victorian Government has introduced the Fair Go Rates System (FGRS), which sets out the maximum amount councils may increase rates in a year. For 2023/24 the FGRS cap has been set at 3.5 per cent. The cap applies to both general rates and municipal charges and is calculated based on a 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 Port Phillip community. Council recognises the rising community concern regarding affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure.

The community's expectation for better value in Council service delivery has been reflected in Council's decision-making. Council has recently launched several initiatives to ensure that its services are delivered in the most efficient and effective manner possible.

These initiatives include a one-off Councillor-led Cost Review Program, the ongoing successful drive for efficiency savings, resulting in operational savings of \$2.1 million (\$1.1 million ongoing and \$1 million one-off in the portfolio) adding to the \$3.8 million of permanent savings delivered since Budget 2021/22 and \$12.6 million delivered over the four budgets of the previous Council. Cumulative savings since the introduction of rates capping in 2016/17 are more than \$91 million. These initiatives have been supported by improved capability in Council planning, process improvement and project management.

To achieve Council's objectives while maintaining services levels and a strong capital expenditure program, the average general rate will increase by 2.8 per cent, which is 0.7 per cent lower than the rates cap of 3.5 per cent set by the Victorian Government and 1.7 per cent lower than forecast inflation (based on 4.5 per cent inflation for 12 months - June 2022 to June 2023).

This is in recognition of the cost-of-living pressures across our City, from rising inflation to interest rates, which have been front of mind this year. While various options were considered, we believe a lower rate rise provides the best current, and ongoing financial relief, to our community. This is because whatever rate rise may follow in the future, it will be based off the lower 2.8 per cent figure.

Current year rates and charges

At the 7 December 2022 meeting, Council agreed not to apply to the Essential Services Commission for a variation to the rates cap in 2023/24 in line with Council's financial strategy. Council noted the approach to meeting the significant challenge of rate capping, more specifically identifying:

- opportunities to further reduce Council's cost base without impacting service levels. Such as, efficiencies identified through improvements in processes, procurement and project planning and delivery
- opportunities to ensure that user fees and charges reflect the benefit that individual community members receive. That is, rates funding is not unreasonably subsidising services that provide private benefit
- service delivery options, including changes to the way services are currently delivered and consideration of service level changes in areas of lower strategic priority
- appropriate use of borrowings and reserves.

These measures have enabled Council to maintain service levels and a strong capital expenditure program and limit the rate increase to 3.5 per cent in 2023/24, in line with the rates cap set by the Victorian Government.

This table sets out future proposed increases in rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2023.

	Forecast 2022/23	Budget 2023/24	Projection 2024/25	2025/26	2026/27
General Rate increase %	1.75%	2.8%	2.6%	2.5%	2.5%
Waste Charges %	1.75%	9.1%	6.4%	3.4%	3.8%
Total Rates and Charges raised (\$,000)	139,651	146,200	151,129	155,576	160,784

Rating structure

Council has established a rating structure that comprises two key elements:

- property values, forming the central basis of rating under the **Local Government Act 1989**
- a user-pays component to reflect usage of discretionary waste services (such as large bins) provided by Council.

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

The Port Phillip Rating Strategy is outlined by the following key parameters:

- Using Capital Improved Value (CIV) as the base for rates allocation.
- Differential rates will be set at property class: residential, commercial and industrial. This enables Council to address issues with rates shift between classes as part of the annual budget process.
- Rate concessions for recreational land in accordance with the Cultural and Recreational Lands Act 1963, provision is made for a Council to grant a rating concession to any 'recreational lands' that meet the test of being rateable land under this Act. There are 27 recreational properties in Port Phillip that are rated under this Act.
- Waste charges are to recover the cost of private benefits and direct waste services such as kerbside waste collections, hard waste collection, communal FOGO and glass recycling, and the Resource Recovery Centre operations.

Rates in 2023/24

This table summarises the rates to be determined for the 2023/24 year. A more detailed analysis of the rates to be raised is contained in the 'Declaration of Rates and Charges' section.

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

Note the general rate in the dollar is based on preliminary valuation data, which is subject to change based on final valuation data.

Type or class of land	How applied	2022/23	2023/24	Change
Residential properties rate in the dollar	Per \$ CIV	0.001615	0.001694	4.89%
Commercial properties rate in the dollar	Per \$ CIV	0.002062	0.002021	(1.99%)
Industrial properties rate in the dollar	Per \$ CIV	0.002073	0.002000	(3.52%)
Municipal charge	\$ / property	Nil	Nil	Nil
Default waste charge	\$ / property	\$176.20	\$198.20	12.5%
Commercial car park space waste charge	\$ / property	-	\$19.80	100%
Kerbside single unit dwelling FOGO charge	\$ / property	\$88.10	\$66	(25.1%)
Annual garbage charge for non-rateable properties*	\$ / property	\$402	\$436	8.5%
240 litre bin - annual service charge	\$ / property	\$221	\$248	12.2%

*Note additional fees may apply if additional bins are requested.

Declaration of rates and charges 2023/24

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

Type of charge	2022/23 (\$)	2023/24 (\$)	\$ Change	% Change
General rates	125,688,871	130,950,189	5,261,319	4.2%
Municipal charge	0	0	0	0%
Net waste charges	13,582,889	14,811,122	1,308,605	9.7%
Supplementary rates and charges	448,111	524,787	(523,324)	(49.9%)
Rate rebates and adjustments (including penalty interest)	(252,000)	(267,618)	(15,618)	6.2%
Cultural and recreational charges	183,516	181,579	(1,937)	(1.1%)
Rates and charges	139,651,386	146,200,059	6,029,045	4.3%

The Differential rate in the dollar to be levied as general rates under Section 158 of the **Local Government Act 1989** for all type or class of land compared with the previous financial year. Refer to differential rates section for further information.

Type or class of land	Per \$ CIV		% Change
	2022/23	2023/24	
General rate for rateable residential properties	0.001615	0.001694	4.89%
General rate for rateable commercial properties	0.002062	0.002021	(1.99%)
General rate for rateable industrial properties	0.002073	0.002000	(3.52%)

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	2022/23 (\$)	2023/24 (\$)	\$ Change	% Change
Residential	102,593,720	106,844,355	4,250,635	4.1%
Commercial	18,469,674	19,272,956	803,282	4.3%
Industrial	4,625,477	4,832,878	207,401	4.5%
Total amount raised by general rates	125,688,871	130,950,189	5,261,318	4.2%

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

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	2022/23 \$ CIV	2023/24 \$ CIV	\$ Change	% Change
Residential	63,525,523,000	63,072,228,500	(453,294,500)	(0.7%)
Commercial	8,957,165,000	9,536,346,500	579,181,500	6.5%
Industrial	2,231,296,000	2,416,439,000	185,143,000	8.3%
Total value of land	74,713,984,000	75,025,014,000	311,030,000	0.4%

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

Type or class of land	2022/23	2023/24	Change	Change
Residential	67,250	68,097	847	1.3%
Commercial	6,830	6,790	(40)	(0.6%)
Industrial	964	960	(4)	(0.4%)
Total number of assessments	75,044	75,847	803	1.1%

The municipal charge under section 159 of the **Local Government Act 1989** compared with the previous financial year.

Type of charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24	Change	Change
Municipal	\$0	\$0	\$0	0.00 %

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

Type of charge	2022/23	2023/24	Change	Change
Municipal	\$0	\$0	\$0	0.00 %

Declaration of rates and charges 2023/24

The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the **Local Government Act 1989** compared with the previous financial year.

Type of charge	Per Rateable Property 2022/23 (\$)	Per Rateable Property 2023/24 (\$)	\$ Change	% Change
Default waste charge for rateable properties	176.20	198.20	22	12.5%
Single Unit dwelling kerbside FOGO collection charge	88.10	66	(22.10)	(25.1%)
Annual garbage charge for non-rateable properties*	402	436	34	8.5%
240 litre waste bin service charge	221	248	27	12.2%
80 litre waste bin rebate	(70.00)	(80.00)	(10.00)	14.3%
Private waste collection rebate	(60.00)	(68.00)	(8.00)	13.3%
Residential one-occupancy waste rebate (residential car park spaces and storage areas)	(176.20)	No longer applicable*	176.20	100%
Commercial one-occupancy waste rebate (car park space)	(158.50)	No longer applicable*	158.50	100%
Residential car park spaces and storage areas waste charge	-	No Charge	-	-
Commercial car park space waste charge	-	19.80*	19.80	100%

* One-occupancy car park space and storage area rebates no longer apply. All residential car park spaces and storage areas from 2023/24 will receive a full exemption from the waste charge. Commercial car park spaces (excluding commercial car park operations) will be charged the reduced commercial car park space waste charge for each separately titled car park space. Additional charges may apply where multiple bins are requested

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	Per Rateable Property 2022/23 (\$)	Per Rateable Property 2023/24 (\$)	Change	
			\$	%
Default waste charge for rateable properties	13,256,825	14,283,168	1,026,343	7.7%
Commercial car park space waste charge	-	20,295	20,295	100%
Single unit dwelling kerbside FOGO collection charge	1,364,492	936,606	427,886	31.4%
Annual garbage charge for non-rateable tenements	36,180	39,240	3,060	8.5%
240 litre waste bin service charge	585,270	665,136	79,866	13.6%
80 litre waste bin rebate	(174,667)	(202,160)	(27,493)	15.7%
Private waste collection rebate	(813,480)	(931,163)	(117,683)	0%
Residential one-occupancy waste rebate (residential car park spaces and storage areas)	(538,115)	-	538,115	0%
Commercial one-occupancy waste rebate (car park space)	(133,616)	-	133,616	0%
Total net waste charges	13,582,889	14,811,122	1,228,233	9%

Significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes that 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 (2023/24: budgeted \$0.5 million, 2022/23: final supplementary valuations to be confirmed)
- The variation of returned levels of value (for example, valuation appeals).
- Changes of use of land such that rateable land becomes non-rateable land and vice versa.
- Changes of use of land such that residential land becomes business land and vice versa.

Fair Go Rates System compliance

City of Port Phillip is required to comply with the Victorian Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

Fair Go Rates System Compliance parameters	2022/23	2023/24
Total raised income based on 30 June valuation	\$137,011,586	\$127,455,350
Number of assessments	75,044	75,847
Base average rates	\$1,825.74	\$1,680.42
Maximum rate increase (set by the Victorian Government)	1.75%	3.5%
Capped average rate	\$1,857.69	\$1,739.23
Maximum general rates and municipal charges revenue	\$139,408,488	\$131,915,734
Less waste charge separated from general rates (adopted 2022/23)	\$13,714,482	\$0
Maximum general rates and municipal charges revenue adjusted for waste charges separated from general rates	\$125,694,006	\$131,915,734
Budgeted general rates and municipal charges revenue	\$125,688,871	\$130,950,189

Differential rates

General rates are to be levied

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

- A general rate of 0.1694 per cent (0.001694 per dollar of CIV) for all rateable residential land.
- A general rate of 0.2021 per cent (0.002021 per dollar of CIV) for all rateable commercial land.
- A general rate of 0.2000 per cent (0.002000 per dollar of CIV) for all rateable industrial land.

This includes a 1 per cent rating reallocation from residential to non-residential property consistent with the Rating Strategy 2022-25.

For the purposes of identifying the types and classes of land applicable to each rate, the properties are grouped in accordance with the Australian Valuation Property Classification Code (AVPCC) categories, as adopted by the Valuer-General Victoria (VGV) for the 2023 General Valuation.

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

Council believes 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.

Commercial land

Definitions and characteristics:

Commercial land is any land:

- which is used primarily for retail, office, business, entertainment and community uses
- which is primarily for other commercial purposes.

Objective:

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:

- Construction and maintenance of infrastructure assets.
- Development and provision of health, environment, conservation, and community services.
- Provision of strategic, statutory and general support services.
- Promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.

Type and class:

The types and classes of rateable land withing this differential rate are those having the relevant characteristics described above.

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:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2021/22 financial year.

Industrial land

Definitions and characteristics:

Industrial land is any land:

- On which a building is erected, or the site is adapted for occupation and is used for industrial purpose such as manufacturing industry, the storage and distribution of goods.
- Located in an industrial zone or other area in the municipality.

Objective:

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:

- Construction and maintenance of infrastructure assets.
- Development and provision of health, environment, conservation, and community services.
- Provision of strategic, statutory and general support services.
- Promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.

Type and class:

The types and classes of rateable land withing this differential rate are those having the relevant characteristics described above.

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:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2021/22 financial year.

Residential land

Definitions and characteristics:

Residential land is any land:

- On which a building is erected, or the site is approved for occupation by the issue of an occupancy certificate from Council and the site is available or used for residential purpose.
- The primary use of which is residential.
- Which is unoccupied and falls under residential zones under Port Phillip Planning Scheme.

Objective:

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:

- Construction and maintenance of infrastructure assets.
- Development and provision of health, environment, conservation, and community services.
- Provision of strategic, statutory and general support services.
- Promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.

Type and class:

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

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:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2021/22 financial year.

Fees and charges

Ensuring we recover costs through fair and appropriate user charges.

In most cases, our fees and charges for 2023/24 are proposed to increase by 3.75 per cent. This approach is consistent with our financial strategy and community feedback, which supported increasing user charges for some services. There will be variances where minor rounding equates to larger or smaller percentages.

Fees and charges

There are some exceptions where we believe a larger increase is fair and reasonable:

- Foreshore parking permit – fee increased above the Consumer Price Index (CPI) following benchmarking with other areas.
- St Kilda Esplanade Market fees – fee increased above CPI following benchmarking with other similar markets.
- Foreshore area paid parking – fee increase above CPI following benchmarking across similar and neighbouring Councils.
- Long day care fees – increase by 4.6 per cent to reflect rising service costs, supported by industry benchmarking and addressing National Competition Policy requirements. Noting out of pocket costs to families will be lower than 2022/23.

Some fees were kept to 2022/23 levels or reduced to incentivise greater community usage. These include:

- St Kilda Road – South of St Kilda Junction (commercial and retail) due to low utilisation.
- South Melbourne Market parking fees to remain at 2022/23 rates are comparable to the surrounding area.
- Hire fees for Port Melbourne Townhall to encourage greater utilisation of the facility.

There are some new fees in 2023/24 to help manage demand and prevent cross-subsidisation of services by ratepayers:

- Promotional fees for using foreshore areas.
- Tree removal and replacement.
- Paid Parking – South Melbourne East – North East of Kingsway (commercial) new fee being introduced for all day parking.
- Paid Parking – St Kilda Road – North of St Kilda Junction (commercial) per day, new fee being introduced.

The complete schedule of proposed fees and charges for 2023/24 is as follows.

Complete schedule of proposed fees and charges for 2023/24

Inclusive Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
Ageing and accessibility					
Planned activity groups					
Planned activity group - package (quarter day)	Non statutory	Quarter day	\$24.50	\$25.40	
Planned activity group - quarter day activities for older people and people with disabilities	Non statutory	Quarter day	\$6.40	\$6.60	
Planned activity group - half day activities for older people and people with disabilities, this includes water leisure activities	Non statutory	Half day	\$10.80	\$11.20	
Planned activity group - full day activities for older people and people with disabilities	Non statutory	Full day	\$17	\$17.60	
Shopping group (4 hour program)	Non statutory	Four hours	\$6.40	\$6.60	
Cooking group (Three-hour program)	Non statutory	Three hours	\$6.40	\$6.60	
Personal, respite and home care (per hour)					
Property maintenance - base fee	Non statutory	Per hour	\$13.20	\$13.80	
Property maintenance - maximum fee	Non statutory	Per hour	\$56	\$58	
Property maintenance - medium fee	Non statutory	Per hour	\$21	\$21.80	
Property maintenance - package	Non statutory	Per hour	\$77.40	\$80.20	
Respite care - base fee	Non statutory	Per hour	\$5.20	\$5.40	
Respite care - maximum fee	Non statutory	Per hour	\$41.20	\$42.80	
Respite care - medium fee	Non statutory	Per hour	\$8.40	\$8.80	
Respite care - package	Non statutory	Per hour	\$58.60	\$60.80	
Home care - base fee	Non statutory	Per hour	\$8.80	\$9.20	
Home care - medium fee	Non statutory	Per hour	\$21.20	\$22	
Home care - maximum fee	Non statutory	Per hour	\$49.20	\$51.00	
Home care - package	Non statutory	Per hour	\$58.60	\$60.80	
Personal care - base fee	Non statutory	Per hour	\$7.00	\$7.40	
Personal care - maximum fee	Non statutory	Per hour	\$45.20	\$47	
Personal care - medium fee	Non statutory	Per hour	\$16.60	\$17.20	
Personal care - package	Non statutory	Per hour	\$58.60	\$60.80	
Food Services					
Food services meal - high	Non statutory	Per meal	\$21.80	\$22.60	
Food services meal - medium	Non statutory	Per meal	\$9.80	\$10.20	
Food services meal - base	Non statutory	Per meal	\$9.80	\$10.20	
Packaged meals	Non statutory	Per meal	\$11.40	\$11.80	
Packaged meals - meal only (itemised fees)	Non statutory	Per meal	\$7.80	\$8	
Centre-based meal - two courses	Non statutory	Per sitting	\$5.80	\$6	
Centre-based meal - three courses	Non statutory	Per sitting	\$7.40	\$7.80	

Inclusive Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
Children				
Long day care				
Infrastructure levy per place per day - community managed centres	Non statutory	Per place per day	\$5.12	\$5.35
Maintenance levy per place per day - community managed centres	Non statutory	Per place per day	\$5.48	\$5.73
Long day care daily fee	Non statutory	Per place per day	\$140.50	\$147
Direct debit and credit decline fee	Non statutory	Per decline	\$10.40	\$10.80
Community programs and facilities				
Community connect – community facilities				
Community groups type 1 based within City of Port Phillip	Non statutory	Per hour	\$13.50	\$14
Community groups type 2 operate from outside City of Port Phillip	Non statutory	Per hour	\$20	\$21
Private hire	Non statutory	Per hour	\$65	\$68
Semi-commercial hirers	Non statutory	Per hour	\$47	\$48
Security bond - meeting room booking only	Non statutory	Bond	\$100	\$100
Security bond - specific	Non statutory	Bond	\$500	\$500
Security bond - standard	Non statutory	Bond	\$100	\$100
Community programs				
Attendance at parent information sessions	Non statutory	Per session	\$5	\$0
Community group hire of basketball court, per hour - South Melbourne Primary School	Non statutory	Per hour	\$20	\$21
Port Phillip community group hire of basketball court, per hour - South Melbourne Primary School	Non statutory	Per hour	\$13.50	\$14
Semi-commercial hire of basketball court per hour - South Melbourne Primary School	Non statutory	Per hour	\$47	\$48
Community transport bus hire				
Cleaning charge on hire buses	Non statutory	Per hire	\$58.80	\$61
Families and young people				
Hire fees for St Kilda Adventure Playground				
Party hire: non-resident	Non statutory	Per hire	\$210	\$218
Party hire: non-resident concession	Non statutory	Per hire	\$110	\$114.10
Party hire: program member	Non statutory	Per hire	\$25	\$26
Party hire: resident	Non statutory	Per hire	\$125	\$130
Party hire: resident concession	Non statutory	Per hire	\$50	\$52

Inclusive Port Phillip		Unit of measure		2022/23 Fee	2023/24 Fee
		Fee type		(including GST if applicable)	
Recreation					
Commercial recreation activities – new licences and permits (statutory fees)					
All activities: participant fee adult	Statutory	Per participant	\$2.40	\$2.40	
All activities: participant fee child	Statutory	Per participant	\$1.60	\$2.40	
Beach and water activities: annual licence fee	Non statutory	Per licence	\$328	\$340	
Beach-based activities: annual licence fee	Non statutory	Per licence	\$328	\$340	
Kite boarding: annual licence fee	Non statutory	Per licence	\$2,180	\$2,260	
Launch of craft only: annual licence fee	Non statutory	Per licence	\$621	\$644	
Personal Training (1 to 15 participants): annual licence fee	Non statutory	Per licence	\$312	\$331	
Skydiving: annual licence fee	Non statutory	Per licence	\$186,000	\$193,000	
Public liability insurance	Non statutory	Per licence	\$31	\$32	
Sports ground and facilities bookings					
Casual use – refundable security bond	Non statutory	Bond	\$521	\$540	
North Port Oval casual hire	Non statutory	Per hire	\$548	\$569	
Pavilion hire casual – JL Murphy, Peanut Farm and Elwood Pavilion (corporate groups)	Non statutory	Per hire	\$397	\$412	
Pavilion hire casual (community and school groups)	Non statutory	Per hire	\$106	\$110	
Pavilion hire casual (corporate groups)	Non statutory	Per hire	\$198	\$205	
Sports club use – refundable security bond	Non statutory	Bond	\$521	\$540	
Sports ground casual booking (all schools per term)	Non statutory	Per hire	\$66	\$68	
Sports ground casual booking (community per day)	Non statutory	Per hire	\$145	\$150	
Sports ground casual booking (corporate per day)	Non statutory	Per hire	\$214	\$222	

Note: A full fee waiver on community centre hire will be considered for not-for-profit groups run by their own committee who primarily meet to provide social connections and can demonstrate that over 65 per cent of their members are aged over 60 and reside within the City of Port Phillip.

Liveable Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
City planning and urban design				
Strategic planning amendments				
Stage one	Statutory	Per application	\$3,149.70	\$3,275.70
<ul style="list-style-type: none"> a) Considering a request to amend a planning scheme. b) Taking action required by Division 1 of Part 3 of the act. c) Considering any submissions which do not seek a change to the amendment. d) If applicable, abandoning the amendment. 				
Stage two - 11 to (and including) 20 submissions which seek a change to an amendment:	Statutory	Per application	\$31,191.60	\$33,196.40
<ul style="list-style-type: none"> e) Considering submissions and, where necessary, referring the submissions to a panel. f) Providing assistance to a panel in accordance with Section 158 of the Act. g) Making a submission to the panel in accordance with Section 24(b) of the Act. h) Considering the report of the panel in accordance with Section 27 of the Act. i) After considering submissions and the report of the panel, abandoning the amendment in accordance with Section 28 of the Act (if applicable). 				
Stage two - submissions that exceed 20 submissions which seek a change to an amendment:	Statutory	Per application	\$41,695.80	\$43,363.65
<ul style="list-style-type: none"> e) Considering submissions and, where necessary, referring the submissions to a panel. f) Providing assistance to a panel in accordance with Section 158 of the Act. g) Making a submission to the panel in accordance with Section 24(b) of the Act. h) Considering the report of the panel in accordance with Section 27 of the Act. i) After considering submissions and the report of the panel, abandoning the amendment in accordance with Section 28 of the Act (if applicable). 				

Liveable Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
Stage two - up to and including 10 submissions which seek a change to an amendment		Statutory	Per application	\$15,611.10	\$16,235.55*
e) Considering submissions and, where necessary, referring the submissions to a panel.					
f) Providing assistance to a panel in accordance with Section 158 of the Act.					
g) Making a submission to the panel in accordance with Section 24(b) of the Act.					
h) Considering the report of the panel in accordance with Section 27 of the Act.					
i) After considering submissions and the report of the panel, abandoning the amendment in accordance with Section 28 of the Act (if applicable).					
Stage three		Statutory	Per application	\$496.90	\$516.78
a) Adopting the amendment or part of the amendment in accordance with Section 29 of the Act.					
b) Submitting the amendment for approval by the Minister in accordance with Section 31 of the Act.					
c) Giving the notice of the approval of the amendment required by Section 36(2) of the Act.					
Development approvals and compliance					
City permits - community amenity					
Works zone - application fee		Non statutory	Per application	\$116	\$119
Works zone permit for three or less months: parking in front of construction site for workers' private vehicles for three months or less. Up to four bays or the width of the site (whichever is the lesser).		Non statutory	Per application	\$1,440	\$1,494
Works zone permit for six months: parking in front of construction site for workers' private vehicles for six months. Up to four bays or the width of the site (whichever is the lesser).		Non statutory	Per application	\$2,880	\$2,988
Works zone permit for nine months:					
<ul style="list-style-type: none"> parking in front of construction site for workers' private vehicles for nine months. Up to four bays or the width of the site (whichever is the lesser). 		Non statutory	Per application	\$4,320	\$4,482
Works zone permit for 12 months:					
parking in front of construction site for workers' private vehicles for twelve months. Up to four bays or the width of the site (whichever is the lesser).		Non statutory	Per application	\$5,752.80	\$5,969
Works zone permit extensions, per month: an extension to the permit allowing parking in front of construction site for workers' private vehicles.		Non statutory	Per application	\$480	\$498
Works zone permit (additional parking bays, in excess of four). Additional parking bays for workers' private vehicles in front of a construction site.		Non statutory	Per application	\$290	\$301

Liveable Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
			(including GST if applicable)	
Works zone signage replacement if damaged, lost or stolen.	Non statutory	Per application	\$430	\$446
Advertising signs (real estate agents) application fee. Application fee to place sign on footpath during open for inspection and auctions.	Non statutory	Per application	\$114	\$119
Advertising signs (real estate agents) permit fee. Annual permit fee to place sign on footpath during open for inspection and auctions.	Non statutory	Per application	\$745	\$773
Commercial waste bins application fee to apply for permit to store waste bins for commercial premises on council land, for example, for cafes not skip bins.	Non statutory	Per application	\$114	\$118
Commercial waste bins permit fee to store waste bins for commercial premises on council land, for example, for cafes not skip bins.	Non statutory	Per application	\$114	\$118
Non-motorised trading permit fee (including pedicabs and horse-drawn carts).	Non statutory	Per application	\$2,640	\$2,640
Out of hours permit - application fee for development work undertaken outside approved hours under the Local Law: 7 am to 6 pm Monday to Friday, 9 am to 3 pm Saturday. No works on Sunday or public holidays.	Non statutory	Per application	\$114	\$118
Out of hours permit - permit fee per day for development work undertaken outside approved hours under the Local Law: 7 am to 6 pm Monday to Friday, 9 am to 3 pm Saturday. No works on Sunday or public holidays.	Non statutory	Per application	\$114	\$118
Road opening permit - application fee to excavate Council land for the purposes of water, electricity, telecommunications. Under legislation, service authorities are not required to obtain permits.	Non statutory	Per application	\$114	\$118
Road opening permit - permit fee to excavate council land for the purposes of water, electricity, telecommunications. Under legislation, service authorities are not required to obtain permits.	Non statutory	Per application	\$125	\$130
Vehicle crossing permanent - application fee for permit to construct or repair a private driveway to Council specifications.	Non statutory	Per application	\$265	\$275
Vehicle crossing permanent - permit fee to construct or repair a private driveway to council specifications. Paid once assessment of application determines that a permit is okay to be issued.	Non statutory	Per application	\$185	\$192
Vehicle crossing temporary - application fee for permit to construct or repair a private driveway to Council specifications.	Non statutory	Per application	\$165	\$172
Vehicle crossing temporary - permit fee to construct or repair a private driveway to council specifications. Paid once assessment of application determines that a permit is okay to be issued.	Non statutory	Per application	\$185	\$192
Minimum bond for vehicle crossings and road opening permits.	Non statutory	Per application	\$1,600	\$1,600

Fees and charges

Liveable Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
Street occupation fee without gantry per square metre per day.	Non statutory	Per application	\$2.60	\$2.70	
Street occupation permit fee with gantry per square metre per day.	Non statutory	Per application	\$1.60	\$1.70	
Street occupation permits - application fee to apply for a permit to occupy Council land for works or storage of associated building materials.	Non statutory	Per application	\$114	\$118	
Street occupation permits - permit fee to occupy Council land for works or storage of associated building materials.	Non statutory	Per application	\$136	\$142	
Road closure permit - application fee for permit to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval.	Non statutory	Per application	\$114	\$118	
Road closure permit - fee per day with road opening to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval.	Non statutory	Per application	\$142	\$148	
Road closure permit - fee per day for other closures.	Non statutory	Per application	\$238	\$247	
Road closure permit - if metered and restricted parking. Per bay, per day.	Non statutory	Per application	\$21	\$22	
Skip bin permit - application fee to apply for a permit to store a refuse and skip bin on Council land.	Non statutory	Per application	\$30	\$31	
Skip bin permit - per day for permit to store a refuse and skip bin on Council land.	Non statutory	Per application	\$21	\$21.50	
Asset protection application and inspection fee for re-blocking or underpinning.	Non statutory	Per application	\$250	\$260	
Asset protection application and inspection fee for demolition only, which does not include any building works.	Non statutory	Per application	\$250	\$260	
Asset protection application and inspection fee for building works valued between \$5,000 and \$20,000.	Non statutory	Per application	\$350	\$364	
Asset protection application and inspection fee for buildings works over \$20,000.	Non statutory	Per application	\$350	\$364	
Asset protection application and inspection fee for single dwelling construction.	Non statutory	Per application	\$875	\$908	
Asset protection application and inspection fee for unit development - up to four units.	Non statutory	Per application	\$1,050	\$1,090	
Asset protection application and inspection fee for unit development - more than four units up to eight units.	Non statutory	Per application	\$2,325	\$2,412	
Asset protection application and inspection fee for multi-storey development more than two and up to five storeys.	Non statutory	Per application	\$2,235	\$2,412	
Asset protection application and inspection fee for multi-storey development more than five storeys.	Non statutory	Per application	\$3,500	\$3,632	
Significant tree - application fee to remove	Non statutory	Per application	\$187	\$194	
Significant tree - application fee -Palm Frond removal	Non statutory	Per application	\$74	\$77	

Liveable Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
Significant tree - application fee to prune	Non statutory	Per application	\$74	\$77
Significant tree - permit fee.	Non statutory	Per application	\$74	\$80
Building control fees				
Advertising - report and consent.	Non statutory	Per property	\$70	\$75
Application fee to retain works constructed without a building permit - minimum fee. Plus, additional fee to be in line with standard building permit fees.	Non statutory	Per application	\$653	\$680
Building audit and inspection fee.	Non statutory	Per application / inspection	\$190	\$200
Building report and consent - extension of time.	Non statutory	Per application	\$147.50	\$155
Adjoining owner's details - protection notices.	Non statutory	Per application	\$87.95	\$91
Stormwater discharge point.	Statutory	Per application	\$149.40	\$155.30
Property enquiry - R51(3) - to obtain inspecting approval dates ordinarily sought by an owner or mortgagee.	Statutory	Per application	\$48.80	\$50.70
Property enquiry R51(1) - to obtain property information relating to building permits and notices and orders outstanding ordinarily sought by solicitors.	Statutory	Per application	\$48.80	\$50.70
Property enquiry R51(1) - plus \$40 fast track fee - (as above) additional fee for fast turnaround.	Non statutory	Per application	\$88.80	\$90.70
Property enquiry, flood level, termites certificate R51(2) - to obtain property information relating to flooding.	Statutory	Per application	\$48.80	\$50.70
Property enquiry, flood level, termites certificate R51(2) - plus \$40 fast track fee - (as above) additional fee for fast turnaround.	Non statutory	Per application	\$88.80	\$90.70
Property enquiry, flood level, termites certificate R51(2) - to obtain property information relating to flooding.	Statutory	Per application	\$48.80	\$50.70
Property enquiry, flood level, termites certificate R51(2) - plus \$40 fast track fee - (as above) additional fee for fast turnaround.	Non Statutory	Per application	\$88.80	\$90.70
Lodgement fee from private building surveyors.	Statutory	Per application	\$125.80	\$130.90
Report and consent fee - rescode - associated with siting non-compliance in relation to building permits.	Statutory	Per clause applied for	\$299.80	\$311.80
Report and consent fee - hoarding - associated with precautions over the street alignment in relation to permits (for example, hoarding, scaffold.).	Statutory	Per clause applied for	\$304.30	\$316.40
Report only - rescode and hoarding - associated with precautions over the street alignment in relation to permits.	Statutory	Per clause applied for	\$571.80	\$623.60
POPE - Place of Public Entertainment - small (up to 2,000 people).	Non statutory	Per application	\$855	\$890
POPE - Place of Public Entertainment - medium (2,001- 5,000 people).	Non statutory	Per application	\$1,570	\$1,630

Fees and charges

Liveable Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
POPE – Place of Public Entertainment – large (5,001 plus people).	Non statutory	Per application		\$2,360	\$2,450
POPE – Place of Public Entertainment – small (up to 2,000 people). Applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application		\$428	\$445
POPE – Place of Public Entertainment – medium (2,001– 5,000 people). Applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application		\$785	\$815
POPE – Place of Public Entertainment – large (5,001 plus people). Applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application		\$1,180	\$1,225
Siting approval – one temporary structure.	Non statutory	Per application		\$395	\$410
Siting approval – between two and five temporary structures.	Non statutory	Per application		\$620	\$645
Siting approval – greater than five temporary structures.	Non statutory	Per application		\$1,128	\$1,170
Siting approval – one temporary structure – applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application plus 50% surcharge		\$197	\$205
Siting approval – between two and five temporary structures – applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application plus 50% surcharge		\$310	\$322
Siting approval – greater than five temporary structures – applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application plus 50% surcharge		\$564	\$585
Fire safety determination – small building – associated with inspection of smaller buildings to provide assessment of fire safety.	Non statutory	Per application		\$625	\$650
Fire safety determination – medium building – associated with inspection of medium buildings to provide assessment of fire safety.	Non statutory	Per application		\$1,865	\$1,950
Fire safety determination – large building – associated with inspection of large buildings to provide assessment of fire safety.	Non statutory	Per application		\$3,110	\$3,250
Building permits					
Alterations and additions to a dwelling < \$100,000.	Non statutory	Per application		\$1,528	\$1,585
Alterations and additions to a dwelling > \$300,000.	Non statutory	Per application		\$2,548	\$2,645
Alterations and additions to a dwelling \$100,000–\$200,000.	Non statutory	Per application		\$1,782	\$1,850
Alterations and additions to a dwelling \$200,000–\$300,000.	Non statutory	Per application		\$2,127	\$2,210
Amendment to building permits issued.	Non statutory	Per application		\$595	\$620
Carports and garages <\$20,000.	Non statutory	Per application		\$1,020	\$1,100
Carports and garages >\$20,000.	Non statutory	Per application		\$1,275	\$1,325
Demolish attached dwelling.	Non statutory	Per application		\$1,532	\$1,590

Liveable Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
			(including GST if applicable)	
Demolish detached dwelling.	Non statutory	Per application	\$1,272	\$1,320
Demolish outbuildings.	Non statutory	Per application	\$765	\$795
Extension of time - Class 1 or 10.	Non statutory	Per application	\$353	\$370
Extension of time - Class 2 to 9	Non statutory	Per application	\$510	\$530
Fences	Non statutory	Per application	\$765	\$795
Internal alterations to Class 2 apartments.	Non statutory	Per application	\$1,275	\$1,325
Lapsed permit renewal (Class 1 or 10).	Non statutory	Per application	\$710	\$740
Lapsed permit renewal (Class 2 to 9) minimum fee.	Non statutory	Per application	\$883	\$920
Multiple dwellings (two).	Non statutory	Per application	\$5,098	\$5,290
Multiple dwellings (three).	Non statutory	Per application	\$5,945	\$6,170
Multiple dwellings (four).	Non statutory	Per application	\$6,795	\$7,050
New dwellings <\$250,000.	Non statutory	Per application	\$2,720	\$2,825
New dwellings \$250,000-\$500,000.	Non statutory	Per application	\$3,228	\$3,350
New dwellings >\$500,001.	Non statutory	Per application	\$3,373	\$3,890
Shop fit outs <\$100,000.	Non statutory	Per application	\$1,360	\$1,415
Shop fit outs \$100,000-\$200,000.	Non statutory	Per application	\$1870	\$1675.60
Shop fit outs >\$200,000.	Non statutory	Per application	\$1,615	\$1,950
Swimming pool administration and enforcement fees				
Swimming pool registration and search fee.	Statutory	Per application	\$32.90	\$34.20
Lodgement fee - certificate of pool compliance.	Statutory	Per application	\$21.10	\$21.90
Lodgement fee - certificate of pool non-compliance.	Statutory	Per application	\$397.50	\$413.40
Penalty Infringement Fee.	Statutory	Per penalty unit	\$184.90	\$192.30
Class 2, 3, 4, 5, 6, 7 and 9 alterations, additional and new buildings				
Up to \$40,000.	Non statutory	Per application	\$927	\$940
\$40,000 to \$100,000 dollar value x (1.749%).	Non statutory	Per application	Dollar value x (1.749 %)	Dollar value x (1.749 %)
\$100,001 to \$500,000 dollar value x (1.523%).	Non statutory	Per application	Dollar value x (1.523 %)	Dollar value x (1.523 %)
\$500,001 to \$2 million dollar value x (0.617%).	Non statutory	Per application	Dollar value x (0.617 %)	Dollar value x (0.617 %)
> \$2 million to \$10 million dollar value x (0.3284%).	Non statutory	Per application	Dollar value x (0.328 %)	Dollar value x (0.328 %)
> \$10 million to \$20 million dollar value x (0.219%).	Non statutory	Per application	Dollar value x (0.219 %)	Dollar value x (0.219 %)
> \$20 million to \$30 million dollar value x (0.215%).	Non statutory	Per application	Dollar value x (0.215 %)	Dollar value x (0.215 %)
> \$30 million to \$40 million dollar value x (0.1965%).	Non statutory	Per application	Dollar value x (0.196 %)	Dollar value x (0.196 %)

Fees and charges

Liveable Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
> \$40 million to \$50 million dollar value x (0.1919%).	Non statutory	Per application	Dollar value x (0.1919 %)	Dollar value x (0.1919 %)	
> \$50 million dollar value x (0.1872%).	Non statutory	Per application	Dollar value x (0.1872 %)	Dollar value x (0.1872%)	
Statutory planning and planning support					
Install solar panels for residents and industry.	Non statutory	Per application	\$0	\$0	
Use only (includes liquor licence and car park waiver) - to apply for a planning permit to change the use of the land only.	Statutory	Per application	\$1,360.80	\$1,415.10	
Development (including single dwellings up to \$2,000,000) - use and or develop a single dwelling per lot, and undertake development ancillary to a single dwelling per lot (other than a Class 8 permit or a permit to subdivide or consolidate land):					
Statutory planning and business support - Class 2 - up to \$10,000	Statutory	Per application	\$206.40	\$214.70	
Statutory planning and business support - Class 3 - more than \$10,001 less than \$100,000.	Statutory	Per application	\$649.80	\$675.80	
Statutory planning and business support - Class 4 - more than \$100,001 less than \$500,000.	Statutory	Per application	\$1,330.20	\$1,383.30	
Statutory planning and business support - Class 5 - more than \$500,001 to \$1,000,000.	Statutory	Per application	\$1,437.30	\$1,494.60	
Class 6 - more than \$1,000,001 less than \$2,000,000 (more than \$2,000,000 see Class 13 to 16. Fees apply).	Statutory	Per application	\$1,544.30	\$1,605.90	
VicSmart application					
Statutory planning applications for permits*. Regulation 9 VicSmart applications - Class 7 - up to \$10,000.	Statutory	Per application	\$206.40	\$214.70	
Statutory planning applications for permits*. Regulation 9 VicSmart applications - Class 8 - more than \$10,000.	Statutory	Per application	\$443.40	\$461.10	
Statutory planning applications for permits*. Regulation 9 VicSmart applications - Class 9 - subdivide or consolidate land.	Statutory	Per application	\$206.40	\$214.70	
Statutory planning applications for permits*. Regulation 9 Vicsmart applications - Class 10 - VicSmart application for anything other than a Class 7, Class 8 or Class 9 permit.	Statutory	Per application	\$206.40	\$214.70	
Development including single dwellings > more than \$2,000,000					

* Statutory fees may change during the financial year in accordance with updated Victorian Government legislation and regulation.

** Footpath trading fees are based on valuations data yet to be received.

Liveable Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
Development including single dwellings > more than \$2,000,000 – Class 11 – less than \$100,000. Other than a Class 2, Class 3, Class 7 or Class 8 or a permit to subdivide or consolidate land.	Statutory	Per application	\$1,185	\$1,232.25
Development including single dwellings > more than \$2,000,000 – Class 12 – \$100,001 to \$1,000,000. Other than a Class 4, Class 5, or Class 8 or a permit to subdivide or consolidate land.	Statutory	Per application	\$1,597.80	\$1,661.70
Development including single dwellings > more than \$2,000,000 – Class 13 – \$1,000,001 to \$5,000,000. Including a single dwelling per lot, other than a Class 6 or Class 8 or a permit to subdivide or consolidate land.	Statutory	Per application	\$3,525.30	\$3,664.95
Development including single dwellings > more than \$2,000,000 – Class 14 – \$5,000,001 to \$15,000,000. Including a single dwelling per lot, other than a Class 8 or a permit to subdivide or consolidate land.	Statutory	Per application	\$8,982.90	\$9,342.20
Development including single dwellings > more than \$2,000,000 – Class 15 – \$15,000,001 to \$50,000,000. Including a single dwelling per lot, other than a Class 8 or a permit to subdivide or consolidate land.	Statutory	Per application	\$26,489.90	\$27,549.50
Development including single dwellings > more than \$2,000,000 – Class 16 – \$50,000,001 plus. Including a single dwelling per lot, other than a Class 8 or a permit to subdivide or consolidate land.	Statutory	Per application	\$59,539.30	\$61,920.90
Subdivision				
Class 17 – subdivide an existing building, other than a Class 9 permit.	Statutory	Per application	\$1,360.80	\$1,415.10
Class 18 – two lot subdivision, other than a Class 9 or Class 16 permit.	Statutory	Per application	\$1,360.80	\$1,415.10
Class 19 – realignment of a common boundary or consolidate lots, other than a Class 9 permit.	Statutory	Per application	\$1,360.80	\$1,415.10
Class 20 – subdivide land, other than a Class 9, Class 16, Class 17 or Class 18 permit, per 100 lots.	Statutory	Per application	\$1,360.80	\$1,415.10
Class 21 – create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or create or remove a right of way; or create, vary or remove an easement other than a right of way; or vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	Statutory	Per application	\$1,360.80	\$1,415.10
Class 22 – a permit not otherwise provided for in the regulations.	Statutory	Per application	\$1,360.80	\$1,415.10
Subdivision certification				
Certification – endorsement of plans of subdivision.	Statutory	Per application	\$180.40	\$187.60
Alteration of a plan under S10(2) of the subdivision act.	Statutory	Per application	\$110.70	\$115.15

Fees and charges

Liveable Port Phillip	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
			(including GST if applicable)	
Amendment of certified plan.	Statutory	Per application	\$145.30	\$151.10
Other statutory planning fees				
For an agreement, or to amend or end an agreement, under Section 173 of the Act	Statutory	Per application	\$680.40	\$707.60
Where the planning scheme specifies that a matter must be done to the satisfaction of the responsible authority, including car parking consent.	Statutory	Per application	\$336.40	\$349.80
Other statutory planning fees - S57A (a) amend a new application after notice has been given. Section 57A (3) (a) is 40 per cent of the application fee for that class of permit.	Statutory	Per application	40 % of application fee	40 % of application fee
S57A (b) amend a Section 72 application after notice has been given. Section 57A(3)(a) is 40 per cent of the application fee for that class of permit, as set out in the table at Regulation 11 and any additional fee under (c) below.	Statutory	Per application	40 % of application fee + (c)	40 % of application fee + (c)
S57A - if amending the application changes the class of application: (c) to a new class having a higher application fee set out in the Table to Regulation 9. An additional fee applies being the difference between the original fee and the amended class fee.	Statutory	Per application	Difference between original fee and new class dollar amount	Difference between original fee and new class dollar amount
Certificate of compliance	Statutory	Per application	\$336.40	\$349.80
Class - statutory planning fees - amendments to permits Section 72, Regulation 11				
Class 1 - amendments to a permit to change the use allowed by the permit or allow a new use.	Statutory	Per application	\$1,360.80	\$1,415.10
Class 2 - amendments to a permit to change the statement (preamble) of what the permit or to change any or all of the conditions which apply to the permit. Other than a permit for a single dwelling per lot; or to use and develop a single dwelling per lot; or to undertake development ancillary to a single dwelling per lot.	Statutory	Per application	\$1,360.80	\$1,415.10
Single dwelling up to \$2,000,000 - amendment to a permit for a single dwelling per lot or use and develop a single dwelling per lot and undertake development ancillary to a single dwelling per lot. Other than a Class 8 permit or a permit to subdivide or consolidate land.				
Class 3 - Up to \$10,000.	Statutory	Per application	\$206.40	\$214.70
Class 4 - \$10,001 to \$100,000.	Statutory	Per application	\$649.80	\$675.80
Class 5 - \$100,001 to \$500,000.	Statutory	Per application	\$1,330.20	\$1,383.30
Class 6 - \$500,001 or more.	Statutory	Per application	\$1,437.30	\$1,494.60
VicSmart applications				
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is a Class 7 permit- up to \$10,000.	Statutory	Per application	\$206.40	\$214.70

Liveable Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is a Class 8 permit- \$10,001 or more.	Statutory	Per application	\$443.40	\$461.10
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is a Class 9 permit- to subdivide or consolidate land.	Statutory	Per application	\$206.40	\$214.70
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is a Class 10 permit - other than a Class 7, Class 8, or Class 9 permit.	Statutory	Per application	\$206.40	\$214.70
Development including single dwellings > more than \$2,000,000. Amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 permit if the estimated cost of the additional development to be permitted by the amendment is:				
Class 11 - Up to \$100,000.	Statutory	Per application	\$1,185	\$1,232.25
Class 12 - \$100,001 to \$1,000,000.	Statutory	Per application	\$1,597.80	\$1,661.70
Class 13 - More than \$1,000,001.	Statutory	Per application	\$3,524.30	\$3,664.30
Subdivision				
Amendments to Class 17 permit: to subdivide an existing building, other than a Class 9 permit.	Statutory	Per application	\$1,360.80	\$1,415.10
Amendments to Class 18 permit: to subdivide land into two lots, other than a Class 9 or Class 16 permit.	Statutory	Per application	\$1,360.80	\$1,415.10
Amendments to Class 19 permit: realignment of a common boundary between lots or consolidate two or more lots, other than a Class 9 permit.	Statutory	Per application	\$1,360.80	\$1,415.10
Amendments to a class 20: subdivide land, other than a Class 9, Class 16, Class 17 or Class 18 permit, per 100 lots.	Statutory	Per application	\$1,360.80	\$1,415.10
Amendment to Class 21 permit: amendment to an application to: <ul style="list-style-type: none"> a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement, other than right of way, in a Crown grant. 	Statutory	Per application	\$1,360.80	\$1,415.10
Amendments to a Class 22 permit: an application for permit not otherwise provided for in the regulations.	Statutory	Per application	\$1,360.80	\$1,415.10
Port Phillip planning and administration fees				
Secondary consent - fee for amending endorsed plans:				

Fees and charges

Liveable Port Phillip	Unit of measure		2022/23 Fee	2023/24 Fee
	Fee type		(including GST if applicable)	
Secondary consent - amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 permit where the cost of any additional development permitted by the amendment is \$10,000 or Less.	Non statutory	Per application	\$149	\$154
Secondary consent - amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 permit where the cost of any additional development permitted by the amendment is more than \$10,000, but not more than \$100,000.	Non statutory	Per application	\$325	\$336
Secondary consent - amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 permit where the cost of any additional development permitted by the amendment is more than \$100,000, but not more than \$500,000.	Non statutory	Per application	\$669	\$692.40
Secondary consent - amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 permit where the cost of any additional development permitted by the amendment is more than \$500,000.	Non statutory	Per application	\$772	\$799
Secondary consent - amendment to a permit that is the subject of a VicSmart application where the cost of any additional development permitted by the amendment is \$10,000 or less.	Non statutory	Per application	\$145	\$150
Secondary consent - amendment to a permit that is the subject of a VicSmart application where the cost of any additional development permitted by the amendment is more than \$10,000.	Non statutory	Per application	\$223	\$230.80
Secondary consent - amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 permit where the cost of any additional development permitted by the amendment is \$100,000 or less.	Non statutory	Per application	\$595	\$617.30
Secondary consent - amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 permit where the cost of any additional development permitted by the amendment is more than \$100,000, but not more than \$1,000,000.	Non statutory	Per application	\$805	\$835.20
Secondary consent - amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 permit where the cost of any additional development permitted by the amendment is more than \$1,000,000, but not more than \$5,000,000.	Non statutory	Per application	\$1,740	\$1,805.30
Secondary consent - amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 permit where the cost of any additional development permitted by the amendment is more than \$5,000,000.	Non statutory	Per application	\$4,515	\$4,684.30
Secondary consent subdivision - subdivide an existing building, other than a Class 9 permit.	Statutory	Per application	\$680.40	\$709.50
Secondary consent subdivision - two lot subdivision, other than a Class 9 or Class 16 permit.	Statutory	Per application	\$680.40	\$709.50
Secondary consent subdivision - realignment of a common boundary or consolidate lots, other than a Class 9 permit.	Statutory	Per application	\$680.40	\$709.50
Secondary consent subdivision - subdivide land, other than a Class 9, Class 16, Class 17 or Class 18 permit.	Statutory	Per application	\$680.40 per 100 lots	\$709.50 per 100 lots

Liveable Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement, other than right of way, in a Crown grant.	Statutory	Per application	\$680.40	\$709.50
Secondary consent of a Class 22 permit - a permit not otherwise provided for in the regulations.	Statutory	Per application	\$680.40	\$709.50
Request under section 29A of the Building Act 1993 for report and consent on proposed demolition.	Statutory	Per application	\$87.90	\$91.40
Fast track fee - for minor planning application, such as painting of heritage buildings and minor works applications, that are able to be processed without advertising or the need for external referrals.	Non statutory	Per application	\$150	\$155.60
Car parking consent - for determining satisfactory car parking where no planning permit is required.	Non statutory	Per application	\$150	\$155.60
Advertising - board per advertising sign when planning permit applications are required to be advertised.	Non statutory	Per application	\$88	\$95
Advertising Letters - per letter when planning permit applications are required to be advertised.	Non statutory	Per application	\$12	\$12
Planning confirmation - for response to requests for planning information.	Non statutory	Per application	\$200	\$210
Copy of planning register - for a copy of planning register.	Non statutory	Per application	\$150	\$150
Pre-application meetings fee.	Non statutory	Per application	\$300	\$320
Extension of time				
The owner or occupier may request an extension of time in the following circumstances: <ul style="list-style-type: none"> Before the permit expires or within six months afterwards, where the use or development allowed by the permit has not yet started. Within 12 months after the permit expiry date, where the development allowed by the permit has lawfully started before the permit expired. 	Non statutory	Per application	The greater of: 50% of the current application fee based on the class of application (Regulation nine) or \$660	The greater of: 50% of the current application fee based on the class of application (Regulation nine) or \$680
Planning support				
File search - building certificates.	Non statutory	Per application	\$60	\$62
File search - building - residential dwellings.	Non statutory	Per application	\$100	\$105
File search - building - apartments or commercial.			\$360	\$375

Fees and charges

Liveable Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
File search - planning - commercial lodged from 2010 onwards.	Non statutory	Per application		\$115	\$120
File search - planning - commercial lodged prior 2010.	Non statutory	Per application		\$355	\$375
File search - planning -residential lodged from 2010 onwards.	Non statutory	Per application		\$65	\$67
File search - planning -residential lodged prior to 2010.	Non statutory	Per application		\$120	\$125
Scanning and photocopying fee - per sheet or page					
Scanning and photocopying A4.	Non statutory	per page		\$2.10	\$2.20
Scanning and photocopying A3.	Non statutory	per page		\$2.80	\$3
Scanning and photocopying A2.	Non statutory	per page		\$5.80	\$6
Scanning and photocopying A1 and A0.	Non statutory	per page		\$8.80	\$9.10
Health Food Act - new food premises application fees					
Class 1 and 2 - regular premises.	Statutory	Per application		\$259	\$268
Class 3 - regular premises.	Statutory	Per application		\$171	\$177
Class 2 and 3 - home business.	Statutory	Per application		\$171	\$177
Food Act - initial and annual renewal of registration fees. Initial registration fees decrease on a pro-rata basis by 25 per cent every three months					
Class 1 - childcare - small (one staff member)	Statutory	Per application		\$358	\$370
Class 1 - aged, residential care, delivery meal organisation, manufacturer.	Statutory	Per application		\$620	\$677
Class 2 - regular premises - small.	Statutory	Per application		\$358	\$370
Class 2 - regular premises - medium.	Statutory	Per application		\$654	\$677
Class 2 - regular premises - large.	Statutory	Per application		\$918	\$950
Class 3 and 3A - regular premises - small.	Statutory	Per application		\$216	\$244
Class 3 - regular premises - medium.	Statutory	Per application		\$358	\$370
Class 3 - regular premises - large.	Statutory	Per application		\$492	\$510
Class 2 - supermarkets - small.	Statutory	Per application		\$654	\$677
Class 2 - supermarkets - medium.	Statutory	Per application		\$918	\$950
Class 2 - supermarkets - large.	Statutory	Per application		\$1384	\$1,432
New Class 3 - supermarkets - small.	Statutory	Per application		0	\$370
New Class 3 - supermarkets - medium.	Statutory	Per application		0	\$510
New Class 3 - supermarkets - large.	Statutory	Per application		0	\$677
Class 2 - community groups and clubs - small.	Statutory	Per application		\$81	\$84
Class 2 - community groups and clubs - medium.	Statutory	Per application		\$163	\$169
Class 2 - community groups and clubs - large.	Statutory	Per application		\$654	\$677
Class 3 - community groups and clubs - small.	Statutory	Per application		\$70	\$72

Liveable Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
Class 3 – community groups and clubs – medium.	Statutory	Per application	\$137	\$142
Class 3 – community groups and clubs – large.	Statutory	Per application	\$358	\$370
Class 1, 2 and 3 – registered charities.	Statutory	Per application	\$0	\$0
Food Act – initial and annual renewal of registration fees – temporary and mobile premises				
Class 2 – commercial temporary premises – up to three months.	Statutory	Per application	\$121	\$125
Class 2 – commercial temporary premises – three to six months.	Statutory	Per application	\$244	\$252
Class 2 – commercial temporary premises – six to 12 months.	Statutory	Per application	\$487	\$504
Class 3 – commercial temporary premises – up to three months.	Statutory	Per application	\$90	\$93
Class 3 – commercial temporary premises – three to six months.	Statutory	Per application	\$179	\$185
Class 3 – commercial temporary premises – six to 12 months.	Statutory	Per application	\$358	\$370
Class 2 – commercial temporary premises – single day event or up to four consecutive days.	Statutory	Per application	\$81	\$84
Class 3 – commercial temporary premises – single day event or up to four consecutive days.	Statutory	Per application	\$70	\$72
Class 2 – commercial mobile premises – single day event or up to four consecutive days.	Statutory	Per application	\$0	\$170
Class 3 – commercial mobile premises – single day event or up to four consecutive days.	Statutory	Per application	\$0	\$93
Class 2 – community group, sporting clubs and not-for-profit – mobile or temporary premises. Operating occasionally, seasonally or up to 12 months.	Statutory	Per application	\$79	\$82
Class 3 – community group, sporting clubs and not-for-profit mobile or temporary premises. Operating occasionally, seasonally or up to 12 months.	Statutory	Per application	\$68	\$70
Class 2 – mobile or temporary premises associated with a permanent fixed premises.	Statutory	Per application	\$169	\$175
Class 3 – mobile or temporary premises associated with a permanent fixed premises.	Statutory	Per application	\$137	\$142
Food Act pre-sale inspection report and late fees				
Class 1 and 3 – pre-sale inspection report.	Statutory	Per application	\$173	\$179
Class 2 – pre-sale inspection report.	Statutory	Per application	\$254	\$263
Class 1 – renewal of registration late fee.	Statutory	Per application	\$81	\$84

Liveable Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
Class 2 and 3 - renewal of registration late fee.	Statutory	Per application	\$135	\$140	
Public Health and Wellbeing Act - Personal Care and Body Art (PCBA) premises fees					
Hairdresser and low-risk beauty parlour fees are full amount and are a one-off singular payment with no requirement to renew annually. For skin penetration, colonic irrigation, higher risk beauty parlour and hairdressers with additional beauty treatments, the initial registration fees decrease on a pro-rata basis by 25 per cent every three months.					
PCBA personal care body art application fee.	Statutory	Per application	\$104	\$108	
PCBA initial registration fee	Statutory	Per application	\$216	\$224	
PCBA renewal of registration late fee.	Statutory	Per application	\$81	\$84	
PCBA renewal of registration fee.	Statutory	Per application	\$216	\$224	
PCBA transfer of registration fee.	Statutory	Per application	\$135	\$140	
PCBA transfer inspection report fee.	Statutory	Per application	\$216	\$224	
Public Health & Wellbeing Act - prescribed accommodation. residential accommodation / rooming house / youth hostel / student dormitory / hotel / motel - initial and annual renewal of registration fees					
Initial registration fees decrease on a pro-rata basis by 25 per cent every three months.					
Property with one to 10 residents - initial and renewal of registration fee.	Statutory	Per application	\$280	\$290	
Property with 11 to 20 residents - initial and renewal of registration fee.	Statutory	Per application	\$440	\$455	
Property with 21 to 40 residents - initial and renewal of registration fee.	Statutory	Per application	\$641	\$677	
Property with 41 to 60 residents - initial and renewal of registration fee.	Statutory	Per application	\$1,074	\$1,112	
Property with 61 to 80 residents - initial and renewal of registration fee.	Statutory	Per application	\$1,794	\$1,857	
Property with 81 plus residents - initial and renewal of registration fee.	Statutory	Per application	\$2,214	\$2,292	
Prescribed accommodation application fee	Statutory	Per application	\$156	\$161	
Property with one to 20 residents - transfer of registration fee.	Statutory	Per application	\$163	\$169	
Property with 21 to 60 residents - transfer of registration fee.	Statutory	Per application	\$280	\$290	
Property with 61 plus residents - transfer of registration fee.	Statutory	Per application	\$423	\$438	
Property with one to 20 residents - transfer inspection report fee.	Statutory	Per application	\$216	\$224	
Property with 21 to 60 residents - transfer inspection report fee.	Statutory	Per application	\$324	\$335	
Property with 61 plus residents - transfer inspection report fee.	Statutory	Per application	\$433	\$448	
Public Health and Wellbeing Act - aquatic facilities - initial and annual renewal of registration fees					

Liveable Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
Initial registration fees decrease on a pro-rata basis by 25 per cent every three months.				
Public swimming pool (one pool).	Statutory	Per application	\$291	\$301
Public swimming pool (two to four pools)	Statutory	Per application	\$395	\$409
Public swimming pool (four plus pools)	Statutory	Per application	\$498	\$515
Food Act and Public Health & Wellbeing Act – infringements				
Statutory penalty unit.	Statutory	Per application	\$184.92	\$192.30
Penalty reminder notice.	Statutory	Per application	\$26.60	\$27.70
Local laws and animal management				
Local Laws				
Local Laws reclaim fee - impounded goods, for any goods, materials impounded by Council that are released to the owner such as shopping trolleys.	Non statutory	Per item	\$164.20	\$170.40
Local Laws infringements				
Local Law No.1 (Infringements Act 2006) per penalty unit.	Statutory	Per infringement	\$100	\$192.30
Local Laws - penalty reminder notice.	Statutory	Per infringement	\$26.60	\$27.70
Animal Management				
Domestic animal business registration fee.	Statutory	Per registration	\$285.90	\$295.90
Animal Management infringements (Domestic Animal Act 1994)				
Domestic Animal Act 1994 Infringements per penalty unit.	Statutory	Per infringement	\$184.90	\$192.30
Animal - penalty reminder notice.	Statutory	Per infringement	\$26.60	\$27.70
Dog				
Permit for multiple dogs per residence (one off payment).	Statutory	Per registration	\$70	\$70
Restricted breed dog - includes any declared, menacing, dangerous dogs.	Statutory	Per registration	\$305.25	\$315.90
Minimum fee non-pensioner.	Statutory	Per registration	\$74.30	\$76.90
Maximum fee non-pensioner.	Statutory	Per registration	\$222.85	\$230.60
Minimum fee pensioner.	Statutory	Per registration	\$37.15	\$38.50
Maximum fee pensioner.	Statutory	Per registration	\$111.40	\$115.30
Reclaim impounding fee.	Non statutory	Per registration	\$176.45	\$183.10
Rebate for assist dogs (on production of required documentation).	Statutory	Per registration	\$70	\$70
Cat				
Minimum fee non-pensioner.	Statutory	Per registration	\$41.70	\$43.20

Fees and charges

Liveable Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
Maximum fee non-pensioner.	Statutory	Per registration		\$125.15	\$129.50
Minimum fee pensioner.	Statutory	Per registration		\$20.85	\$21.60
Maximum fee pensioner.	Statutory	Per registration		\$62.60	\$64.80
Reclaim impounding fee.	Statutory	Per registration		\$91.80	\$95.20
Bond cat trap (refundable).	Bond	Per trap		\$100	\$100
Cat trap fee per week.	Non statutory	Per registration		\$11.20	\$11.60
Transport and parking management					
Car share program – ^ subject to endorsement of the new policy.					
Licence fee renewals for car share bays.	Non statutory	Per renewal		\$85	\$120
Car share program – installation of new car share bays.	Non statutory	Per installation		\$1,400	\$1,500
Parking permits					
Resident parking permit.	Non statutory	Per vehicle		\$87	\$90
Combined parking permit (resident and foreshore).	Non statutory	Per vehicle		\$129	\$142
Visitor parking permit (annual).	Non statutory	Per vehicle		\$122	\$126
Foreshore parking permit.	Non statutory	Per vehicle		\$64	\$68
Foreshore Club parking permit.	Non statutory	Per vehicle		\$112	\$150
Concession card holder fee for resident, combined (resident and foreshore), visitor and foreshore parking permits.	Non statutory	Per vehicle	First permit free, subsequent permits 50%		\$25
Legacy volunteer parking permit. Only eligible to groups that held this permit type on 3 May 2023.	Non statutory	Per vehicle		N/A	\$25
Community Service parking permit.	Non statutory	Per vehicle		N/A	\$25
Tradespersons parking permit. Per week.	Non statutory	Per vehicle		\$58	\$60
Temporary parking permit. Per space, per day.	Non statutory	Per vehicle		\$63	\$65
Permit reissue – admin fee.	Non statutory	Per vehicle		\$24	\$25
Musicians loading permit.	Non statutory	Per vehicle		\$83	\$88
Parking machine charges					
Paid parking credit card gateway fee.	Non statutory	Per vehicle		\$0.12	\$0.12
Elwood foreshore carpark – maximum – 1 July to 30 September and 1 April to 30 June.	Non statutory	Per day		\$9.00	\$9.50
Elwood foreshore carpark – maximum – 1 October to 31 March.	Non statutory	Per day		\$13.30	\$14.00
Elwood foreshore carpark – per hour – 1 July to 30 September and 1 April to 30 June.	Non statutory	Per hour		\$2.10	\$2.50
Elwood foreshore carpark – per hour – 1 October to 31 March.	Non statutory	Per hour		\$5.60	\$6

Liveable Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
			(including GST if applicable)	
Fishermans Bend north of Woodgate Street and east of Boundary Street.	Non statutory	Per hour	\$1	\$1
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist and retail) - 1 July to 30 September and 1 April to 30 June.	Non statutory	Per day	\$9	\$9.40
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist and retail) - 1 October to 31 March.	Non statutory	Per day	\$13.30	\$14
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist and retail) - 1 July to 30 September and 1 April to 30 June.	Non statutory	Per hour	\$2.10	\$2.30
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist and retail) - 1 October to 31 March.	Non statutory	Per hour	\$4.10	\$4.50
Foreshore area (tourist) excluding Waterfront Place, Station Pier and Elwood Foreshore.	Non statutory	Per day	\$16.40	\$17.50
Foreshore area (tourist) excluding Waterfront Place, Station Pier and Elwood Foreshore.	Non statutory	Per hour	\$6.10	\$6.50
South Melbourne Central - Clarendon Street retail precinct.	Non statutory	Per day	\$9.40	\$10
South Melbourne Central - Clarendon Street retail precinct.	Non statutory	Per hour	\$2.20	\$2.50
South Melbourne Central - North of Park and Ferrars Street (industrial).	Non statutory	Per day	\$9.40	\$10
South Melbourne Central - North of Park and Ferrars Street (industrial).	Non statutory	Per hour	\$2.20	\$2.50
South Melbourne East - North East of Kingsway (commercial).	Non statutory	Per hour	\$4.20	\$4.50
South Melbourne East - North East of Kingsway (commercial)	Non statutory	Per day	n/a	\$14.60
South Melbourne South - Albert Road area (commercial).	Non statutory	Per day	\$13.30	\$14
South Melbourne South - Albert Road area (commercial).	Non statutory	Per hour	\$4.20	\$4.50
South Melbourne West - South West of Ferrars Street (industrial).	Non statutory	Per day	\$9.40	\$10
South Melbourne West - South West of Ferrars Street (industrial)	Non statutory	Per hour	\$2.20	\$2.50
St Kilda Road - North of St Kilda Junction (commercial)	Non statutory	Per hour	\$4.20	\$4.50
St Kilda Road - North of St Kilda Junction (commercial)	Non statutory	Per day	n/a	\$14.60
St Kilda Road - South of St Kilda Junction (commercial and retail)	Non statutory	Per day	\$10	\$12.00
St Kilda Road - South of St Kilda Junction (commercial and retail)	Non statutory	Per day	\$3.00	\$2.30

Fees and charges

Liveable Port Phillip	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
			(including GST if applicable)	
Station Pier and Waterfront Place - 1 October to 31 March.	Non statutory	Per day	\$13.30	\$14.60
Station Pier and Waterfront Place - 1 July to 30 September and 1 April to 30 June.	Non statutory	Per day	\$9.00	\$9.50
Station Pier and Waterfront Place - 1 July to 30 September and 1 April to 30 June.	Non statutory	Per hour	\$2.10	\$2.50
Station Pier and Waterfront Place - 1 October to 31 March.	Non statutory	Per hour	\$5.60	\$6
Parking enforcement				
Unregistered and abandoned vehicle release fee.	Non statutory	Per vehicle	\$470	\$600
Daily vehicle storage fee after 48 hours.	Non statutory	Per vehicle	\$21	\$25
Vehicle clearway release fee.	Non statutory	Per vehicle	\$460	\$470
Vehicle transfer towing to impound lot.	Non statutory	Per vehicle	\$805	\$880
Parking infringements				
Penalty fines - Class 1.	Statutory	Per infringement	\$92	\$96
Penalty fines - Class 2.	Statutory	Per infringement	\$111	\$115.00
Penalty fines - Class 3.	Statutory	Per infringement	\$185	\$192
Penalty reminder notice.	Statutory	Per infringement	\$26.60	\$27.70
Lodgement fee.	Statutory	Per infringement	\$79.70	\$82.80
Planning compliance infringements				
Planning infringement notice - individual - penalty fines Class 3.	Statutory	Penalty unit	\$924.60	\$961.50
Planning infringement notice - company - penalty fines Class 3.	Statutory	Penalty unit	\$1,849.20	\$1,923.10
Penalty reminder notice.	Statutory	Penalty unit	\$26.60	\$27.70

Sustainable Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
Waste management				
Resource Recovery Centre fees – non-resident.	Non statutory	Car boot	\$48	\$50
Resource Recovery Centre fees – non-resident.	Non statutory	Large trailer	\$185	\$192
Resource Recovery Centre fees – non-resident.	Non statutory	Small trailer	\$113	\$117
Resource Recovery Centre fees – non-resident.	Non statutory	Station wagon and utility	\$87	\$90
Resource Recovery Centre fees.	Non statutory	Car boot	\$29	\$30
Resource Recovery Centre fees.	Non statutory	Contractors m ³	\$119	\$123
Resource Recovery Centre fees.	Non statutory	Large trailer	\$135	\$140
Resource Recovery Centre fees.	Non statutory	Small trailer	\$74	\$77
Resource Recovery Centre fees.	Non statutory	Station wagon and utility	\$56	\$58
Amenity				
Administration fee for approved public tree removal and replacement.	Non statutory	Per request	N/A	\$110
Amenity valuation cost recovery for approved public tree removal and replacement.	Non statutory	Upon request	N/A	N/A
Asset road reinstatement – refundable bond.	Non statutory	Bond	\$1,600	N/A
Street furniture removal – including bus shelters, seats, bins, bollards, bike hoops, planter boxes and any other street furniture item within the road reserve.	Non statutory	Upon request	N/A	N/A

Vibrant Port Phillip

Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
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(including GST if applicable)

Arts and culture

Heritage

Curatorial services - heritage image reproduction service - digital image delivery by email or CD.	Non statutory	Per Item	\$0	\$0
Gallery hire fee for exhibitions - Room 1 (four-week hire).	Non statutory	Per application	\$38.50	\$38.50
Gallery hire fee for exhibitions - Rooms 1, 2 and 3 - groups (four-week hire).	Non statutory	Per application	\$965	\$965
Gallery hire fee for exhibitions - Rooms 1, 2 and 3 - individuals (four-week hire).	Non statutory	Per application	\$2,035	\$2,035
Gallery hire fee for exhibitions - Rooms 2 and 3 (four-week hire).	Non statutory	Per application	\$1,425	\$1,425
Hire of Shakespeare Grove Artist studios. Standard 3m x 3.5m and pro rata for larger studios.	Non statutory	Per application	\$135	\$135

Filming permits

Filming permits - motion pictures and related photography (first day).	Non statutory	First day	\$990	\$1,100
Filming permits - motion pictures and related photography (second day).	Non statutory	Second day	\$600	\$660
Filming permits - motion pictures and related photography (third and subsequent days).	Non statutory	< three days	\$205	\$225
Filming permits - motion pictures (half day)	Non statutory	Per half day	\$600	\$660
Filming permits - service fee for low budget productions	Non statutory	Per application	\$55	\$60
Filming permits - service fee for no budget productions.	Non statutory	Per application	\$20	\$20
Photography permit (half day).	Non statutory	Half day	\$250	\$275
Photography permit - commercial stills photography (first day).	Non statutory	First day	\$455	\$500
Photography permit - commercial stills photography (second and subsequent days).	Non statutory	Second and subsequent days	\$205	\$225

Economic development and tourism

Parklet fees

Annual business parklets - new applications, amendments and transfers of ownership fee.	Non statutory	Per application	\$250	\$260
Annual business parklet renewal fee.	Non statutory	Per application	\$75	\$78
Revitalisation rate - annual business parklet, per bay	Non statutory	Per item	\$1,517.50	\$1,574
Tier 1 - annual business parklet (per bay).	Non statutory	Per item	\$1,517.50	\$1,574
Tier 2 - annual business parklet (per bay).	Non statutory	Per item	\$1,807.50	\$1,875
Tier 3 - annual business parklet (per bay).	Non statutory	Per item	\$2,097.50	\$2,176
Tier 4 - annual business parklet (per bay).	Non statutory	Per item	\$2,387.50	\$2,477
Tier 5 - annual business parklet (per bay).	Non statutory	Per item	\$2,677.50	\$2,777

Vibrant Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
Tier 6 - annual business parklet (per bay).	Non statutory	Per item	\$2,967.50	\$3,078
Tier 7 - annual business parklet (per bay).	Non statutory	Per item	\$3,257.50	\$3,379
Tier 8 - annual business parklet (per bay).	Non statutory	Per item	\$3,547.50	\$3,680
Tier 9 - annual business parklet (per bay).	Non statutory	Per item	\$3,837.50	\$3,981
Tier 10 - annual business parklet (per bay).	Non statutory	Per item	\$4,092.50	\$4,246.00
Seasonal business parklets - new applications, amendments and transfers of ownership fee.	Non statutory	Per application	\$120	\$125
Revitalisation rate - seasonal business parklet (per bay). A season is defined from 1 October to 30 April.	Non statutory	Per item	\$1,062.25	\$1,100
Tier 1 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,062.25	\$1,100
Tier 2 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,265.25	\$1,312
Tier 3 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,468.25	\$1,523
Tier 4 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,671.25	\$1,733
Tier 5 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,874.25	\$1,944
Tier 6 - seasonal business parklet (per bay).	Non statutory	Per item	\$2,077.25	\$2,155
Tier 7 - seasonal business parklet (per bay).	Non statutory	Per item	\$2,280.25	\$2,365
Tier 8 - seasonal business parklet (per bay).	Non statutory	Per item	\$2,483.25	\$2,576
Tier 9 - seasonal business parklet (per bay).	Non statutory	Per item	\$2,686.25	\$2,272
Tier 10 - seasonal business parklet (per bay).	Non statutory	Per item	\$2,864.75	\$2,972
Footpath occupancy permits - tables - to place a table on the footpath (annual cost per item)				
Acland Street - primary table.	Non statutory	Per item	\$30.80	\$30.80
Acland Street - secondary table.	Non statutory	Per item	\$64.96	\$56.00
Armstrong Street - primary table.	Non statutory	Per item	\$49.28	\$58.80
Barkly Street - primary table.	Non statutory	Per item	\$58.80	\$56.00
Barkly Street - secondary table.	Non statutory	Per item	\$46.48	\$44.80
Bay Street - primary table.	Non statutory	Per item	\$53.20	\$56.00
Bay Street - secondary table.	Non statutory	Per item	\$38.08	\$44.80
Bridport Street - primary table.	Non statutory	Per item	\$75.60	\$67.20
Bridport Street - secondary table.	Non statutory	Per item	\$47.04	\$56.00
Carlisle Street - primary table.	Non statutory	Per item	\$30.80	\$30.80
Carlisle Street - secondary table.	Non statutory	Per item	\$44.24	\$36.40
Clarendon Street - primary table.	Non statutory	Per item	\$56	\$58.80
Clarendon Street - secondary table.	Non statutory	Per item	\$44.24	\$47.60
Coventry Street - primary table.	Non statutory	Per item	\$53.20	\$56.00
Fitzroy Street - primary table.	Non statutory	Per item	\$30.80	\$30.80
Fitzroy Street - secondary table.	Non statutory	Per item	\$38.08	\$30.80
Glen Eira Road - primary table.	Non statutory	Per item	\$39.20	\$42.00

Fees and charges

Vibrant Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
Glenhuntly Road - primary table.	Non statutory	Per item	\$46.48	\$53.20	
Ormond Road - primary table.	Non statutory	Per item	\$53.20	\$61.60	
Tennyson Street - primary table.	Non statutory	Per item	\$38.08	\$40.90	
Victoria Avenue - primary table.	Non statutory	Per item	\$35.28	\$53.20	
All other areas - tertiary table.	Non statutory	Per item	\$30.80	\$30.80	
Footpath occupancy permits - chairs - to place a chair on the footpath (annual cost per item)					
Acland Street - primary chair.	Non statutory	Per item	\$47.30	\$47.30	
Acland Street - secondary chair.	Non statutory	Per item	\$99.76	\$86.00	
Armstrong Street - primary chair.	Non statutory	Per item	\$75.68	\$90.30	
Barkly Street - primary chair.	Non statutory	Per item	\$90.30	\$86.00	
Barkly Street - secondary chair.	Non statutory	Per item	\$71.38	\$68.80	
Bay Street - primary chair.	Non statutory	Per item	\$81.70	\$86.00	
Bay Street - secondary chair.	Non statutory	Per item	\$58.49	\$68.80	
Bridport Street - primary chair.	Non statutory	Per item	\$116.10	\$103.20	
Bridport Street - secondary chair.	Non statutory	Per item	\$72.24	\$86.00	
Carlisle Street - primary chair.	Non statutory	Per item	\$47.30	\$47.30	
Carlisle Street - secondary chair.	Non statutory	Per item	\$67.94	\$55.90	
Clarendon Street - primary chair.	Non statutory	Per item	\$86	\$90.30	
Clarendon Street - secondary chair.	Non statutory	Per item	\$67.94	\$73.10	
Coventry Street - primary chair.	Non statutory	Per item	\$81.70	\$86.00	
Fitzroy Street - primary chair.	Non statutory	Per item	\$47.30	\$47.30	
Fitzroy Street - secondary chair.	Non statutory	Per item	\$58.48	\$47.30	
Glen Eira Road - primary chair.	Non statutory	Per item	\$60.20	\$64.50	
Glenhuntly Road - primary chair.	Non statutory	Per item	\$71.38	\$81.70	
Ormond Road - primary chair.	Non statutory	Per item	\$81.70	\$94.60	
Tennyson Street - primary chair.	Non statutory	Per item	\$58.48	\$62.80	
Victoria Avenue - primary chair.	Non statutory	Per item	\$54.18	\$81.70	
All other areas - tertiary chair.	Non statutory	Per item	\$47.30	\$47.30	
Footpath occupancy permits - glass screen tables - to place a table within a glass screen on the footpath (annual cost per item)					
Acland Street - primary table with glass screens.	Non statutory	Per item	\$46.20	\$46.20	
Acland Street - secondary table with glass screens.	Non statutory	Per item	\$97.44	\$97.45	
Armstrong Street - primary table with glass screens.	Non statutory	Per item	\$73.92	\$73.90	
Barkly Street - primary table with glass screens.	Non statutory	Per item	\$88.20	\$88.20	
Barkly Street - secondary table with glass screens.	Non statutory	Per item	\$69.72	\$69.70	
Bay Street - primary table with glass screens.	Non statutory	Per item	\$79.80	\$79.80	
Bay Street - secondary table with glass screens.	Non statutory	Per item	\$57.12	\$57.10	

Vibrant Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
Bridport Street - primary table with glass screens.	Non statutory	Per item	\$113.40	\$113.40
Bridport Street - secondary table with glass screens.	Non statutory	Per item	\$70.56	\$70.55
Carlisle Street - primary table with glass screens.	Non statutory	Per item	\$46.20	\$46.20
Carlisle Street - secondary table with glass screens.	Non statutory	Per item	\$66.36	\$66.35
Clarendon Street - primary table with glass screens.	Non statutory	Per item	\$84	\$84.00
Clarendon Street - secondary table with glass screens.	Non statutory	Per item	\$66.36	\$66.35
Coventry Street - primary table with glass screens.	Non statutory	Per item	\$79.80	\$79.80
Fitzroy Street - primary table with glass screens.	Non statutory	Per item	\$46.20	\$46.20
Fitzroy Street - secondary table with glass screens.	Non statutory	Per item	\$57.12	\$57.10
Glen Eira Road - primary table with glass screens.	Non statutory	Per item	\$58.80	\$58.80
Glenhuntly Road - primary table with glass screens.	Non statutory	Per item	\$69.72	\$69.70
Ormond Road - primary table with glass screens.	Non statutory	Per item	\$79.80	\$79.80
Tennyson Street - primary table with glass screens.	Non statutory	Per item	\$57.12	\$57.10
Victoria Avenue - primary table with glass screens.	Non statutory	Per item	\$52.92	\$52.90
All other areas - tertiary table with glass screens.	Non statutory	Per item	\$46.20	\$46.20
Footpath occupancy permits - glass screen chairs - to place a chair within a glass screen on the footpath (annual cost per item)				
Acland Street - primary chair with glass screens.	Non statutory	Per item	\$70.95	\$70.95
Acland Street - secondary chair with glass screens.	Non statutory	Per item	\$149.64	\$149.65
Armstrong Street - primary chair with glass screens.	Non statutory	Per item	\$113.52	\$113.50
Barkly Street - primary chair with glass screens.	Non statutory	Per item	\$135.45	\$135.45
Barkly Street - secondary chair with glass screens.	Non statutory	Per item	\$107.07	\$107.10
Bay Street - primary chair with glass screens.	Non statutory	Per item	\$122.55	\$122.55
Bay Street - secondary chair with glass screens.	Non statutory	Per item	\$87.72	\$87.70
Bridport Street - primary chair with glass screens.	Non statutory	Per item	\$174.15	\$174.15
Bridport Street - secondary chair with glass screens.	Non statutory	Per item	\$108.36	\$108.35
Carlisle Street - primary chair with glass screens.	Non statutory	Per item	\$70.95	\$70.95
Carlisle Street - secondary chair with glass screens.	Non statutory	Per item	\$101.91	\$101.90
Clarendon Street - primary chair with glass screens.	Non statutory	Per item	\$129	\$129.00
Clarendon Street - secondary chair with glass screens.	Non statutory	Per item	\$101.91	\$101.90
Coventry Street - primary chair with glass screens.	Non statutory	Per item	\$122.55	\$122.55
Coventry Street - secondary glass screen chair.	Non statutory	Per item	\$83.25	\$70.95
Fitzroy Street - primary chair with glass screens.	Non statutory	Per item	\$70.95	\$73.60
Fitzroy Street - secondary chair with glass screens.	Non statutory	Per item	\$87.82	\$87.70
Glen Eira Road - primary chair with glass screens.	Non statutory	Per item	\$90.30	\$90.30
Glenhuntly Road - primary chair with glass screens.	Non statutory	Per item	\$107.07	\$107.10
Ormond Road - primary chair with glass screens.	Non statutory	Per item	\$122.55	\$122.55

Fees and charges

Vibrant Port Phillip			2022/23 Fee	2023/24 Fee
Fee type	Unit of measure		(including GST if applicable)	
Tennyson Street – primary chair with glass screens.	Non statutory	Per item	\$87.72	\$87.70
Victoria Avenue – primary chair with glass screens.	Non statutory	Per item	\$81.27	\$81.30
All other areas – tertiary chair with glass screens.	Non statutory	Per item	\$70.95	\$70.95
Footpath occupancy permits – various				
Footpath trading – display of goods.	Non statutory	Per item	\$346.72	\$360.00
Footpath trading – planters per business.	Non statutory	Per item	\$0	\$0
Footpath trading – screens per premises with outdoor furniture.	Non statutory	Per item	\$180	186.70
Footpath trading – outdoor heaters.	Non statutory	Per item	\$119	\$123.30
Footpath trading – renewal Fee.	Non statutory	Per application	\$70	\$72.60
Footpath trading – new Applications, amendments and transfers of ownership.	Non statutory	Per application	\$120	\$124.50
Application fee for fixed items including glass screens and retractable awnings.	Non statutory	Per item	\$250	\$259.40
Footpath trading – miscellaneous items including menu boards.	Non statutory	Per item	\$165	\$171.15
Footpath trading – delineation marker installation (per marker).	Non statutory	Per marker	\$42.45	\$44
Temporary permits				
Temporary – marketing and promotion activity (daily charge). Used for existing footpath trading permit-holders and one-day promotions.	Non statutory	Per application	\$75.85	\$78.70
Mobile food vans				
Mobile food vehicle permit fee.	Non statutory	Per vehicle	\$2,325.60	\$2,415
Mobile food vehicle application and renewal fees, to assess up to three proposed locations.	Non statutory	Per vehicle	\$275	\$285
Festivals				
St Kilda Film Festival				
St Kilda Film Festival call for entry fee – early bird rate.	Non statutory	Per application	\$34	\$36.30
St Kilda Film Festival call for entry fee – standard rate.	Non statutory	Per application	\$47	\$48.80
St Kilda Festival				
St Kilda Festival carnival site fee.	Non statutory	Per application	\$31,365	Upon application
St Kilda Festival all food vending areas over 15 m ² .	Non statutory	Per application	\$133	\$138
St Kilda Festival all food vending areas under 15 m ² .	Non statutory	Per application	\$86.50	\$89.70
St Kilda Festival itinerant market stall in a high pedestrian zone.	Non statutory	Per application	\$360	\$373.50
St Kilda Festival itinerant market stall in a regular zone.	Non statutory	Per application	\$187	\$194
St Kilda Festival permit administration fee.	Non statutory	Per application	\$35	\$36.30
St Kilda Festival road trading, non-alcohol per m ² .	Non statutory	Per application	\$11	\$11.40

Vibrant Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
St Kilda Festival road trading, with alcohol per m ² .	Non statutory	Per application	\$30	\$30.60
Cost recovery - infrastructure and power hire.	Non statutory	N/A	Cost recovery	Cost recovery
Esplanade Market				
Administration fee - new stallholders.	Non statutory	Per application	\$30	\$30
Coffee vendors				
Coffee vendor - casual fee.	Non statutory	Per application	\$120	\$200
Coffee vendor - six-month permit.	Non statutory	Per application	\$2,500	\$3,000
Coffee vendor - 12-month permit.	Non statutory	Per application	\$0	\$5,900
Art and craft - pre-packaged food 2.4 m.				
Art and craft - pre-packaged food (three monthly permits) 2.4 m.	Non statutory	Per application	\$653	\$720
Art and craft - pre-packaged food (six monthly permits) 2.4 m.	Non statutory	Per application	\$1,192	\$1,250
Art and craft - pre-packaged food (12 monthly permits) 2.4 m.	Non statutory	Per application	\$2,220	\$2,295
Art and craft - pre-packaged food (casual permits) 2.4 m.	Non statutory	Per application	\$89	\$92
Art and craft - pre-packaged food 3 m				
Art and craft - pre-packaged food (three monthly permits) 3 m.	Non statutory	Per application	\$720	\$780
Art and craft - pre-packaged food (six monthly permits) 3 m.	Non statutory	Per application	\$1,310	\$1,375
Art and craft - pre-packaged food (12 monthly permits) 3 m.	Non statutory	Per application	\$2,442	\$2,550
Art and craft - pre-packaged food (casual permits) 3 m.	Non statutory	Per application	\$99	\$102
Late fee on invoice payment - casual stallholders.	Non statutory	N/A	\$10	\$10
Late fee on invoice payment - permanent stallholders.	Non statutory	N/A	\$30	\$30
Paid promotional activity.	Non statutory	Per day	\$1,500	\$2,000
Paid promotional activity.	Non statutory	Per half day	\$750	\$1,000
Food traders and trucks				
Food vendor - casual stalls.	Non statutory	Per application	\$180	\$250
Food vendor (six-month permit).	Non statutory	Six-month permit	\$2,700	\$3,750
Food vendor (12-month permit) .	Non statutory	12-month permit	\$0	\$7,400

Fees and charges

Vibrant Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
Student					
Design students and under 18 students, currently studying - fee waiver on all fees for three months of trade or bookings.	Non statutory	Per application	\$0	\$0	
Under 18 years secondary student - casual permit.	Non statutory	Per application	\$35	\$35	
Art and design tertiary students - casual permit.	Non statutory	Per application	\$0	\$55	
Weddings and minor events					
Heritage gardens (two-hour permit).	Non statutory	Per application	\$365	\$375	
Non-heritage gardens (two-hour permit).	Non statutory	Per application	\$215	\$220	
Wedding photography only.	Non statutory	Per application	\$110	\$115	
Events administration					
Event and promotion application fee.	Non statutory	Per application	\$100	\$105	
Variations and late information - \$300 to \$6,500.	Non statutory	Per application	\$300	\$300	
Parking on reserve fee.	Non statutory	Per car	\$110	\$110	
Traffic management costs.	Non statutory	Per hour	\$125	\$150	
Winter events 50 per cent of full fee.	Non statutory	Per application	\$2,320	\$3,000	
Promotions					
Distributing promotional flyers for City of Port Phillip businesses.	Non statutory	Full day or eight hours	\$110	\$110	
Distributing promotional flyers for City of Port Phillip businesses.	Non statutory	Per hour	\$20	\$20	
Product promotions - per day fee for an eight-hour day.	Non statutory	Full day or eight hours	\$3,120	\$3,237	
Product promotions - per day fee for an eight-hour day package.	Non statutory	Minimum three days	\$2,585	\$2,681	
Product promotions - roving, no structures.	Non statutory	Per hour	\$350	\$363	
Product promotion - with structure or vehicle.	Non statutory	Per hour	\$540	\$560	
Markets					
Outdoor markets (per session).	Non statutory	Per session	\$688	\$710	
Commercial event or promotion - site fee per day.					
Bump in and bump out fee - weekdays per day.	Non statutory	Per application	\$711	\$715	
Bump in and bump out fee - weekends per day.	Non statutory	Per application	\$869	\$870	
Closure of Pier Road.	Non statutory	Per day	\$2,075	\$2,150	
Intermediate events.	Non statutory	Per day	\$715	\$740	
Large events.	Non statutory	Per day	\$2,910	\$2,910	
Medium events.	Non statutory	Per day	\$1,375	\$1,425	
Major events - high risk and high impact events (\$7,500 to \$50,000).	Non statutory	Per application	\$7,300	\$7,500	

Vibrant Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
Refundable noise bond (\$5,000 to \$20,000).	Non statutory	Bond	Based on event	Based on event
Refundable security bond per site (\$5,000 to \$50,000).	Non statutory	Per application	Based on event	Based on event
Small events.	Non statutory	Per application	\$315	\$400
Small event public liability insurance.	Non statutory	Per application	\$31.50	\$35
On-road events				
Combination events - reserve and road use - for events with over 2,000 registered participants. Additional fee per registered participant over 2,001.	Non statutory	Per application	\$5.50	\$5.70
Combination events - reserve and road use - flat fee zero to 2,000 registered participants inclusive.	Non statutory	Flat rate	\$11,155	\$11,570
On-road only (per participant) - minimum charge 2,000 participants.	Non statutory	Per participant	\$1.70	\$1.80
Busking fee - six months 9 am to 9 pm.	Non statutory	Per application	\$30	\$30
Busking fees - twelve months 9 am - 9 pm.	Non statutory	Per application	\$55	\$55
Street stall permit and collection.	Non statutory	Per application	\$68	\$70
Temporary signage fee - up to 14 days only.	Non statutory	Per application	\$158	\$160
Promotions				
New St Kilda Festival package - as negotiated (\$10,000 to \$50,000).	Non statutory	Per application	\$0	\$10,000
New product promotion (St Kilda Premium and peak) - per day fee or eight hour day.	Non statutory	Per application	\$0	\$5,000
New product promotion (St Kilda Premium and peak) - per day or eight hour day package. Minimum three days).	Non statutory	Per application	\$0	\$3,500
New product promotion with structures and vehicles (per hour). St Kilda premium and peak.	Non statutory	Per application	\$0	\$750
New product promotion - roving, no structures (per hour). St Kilda premium and peak.	Non statutory	Per application	\$0	\$500
New bump in and out fee (per day). Long term or negotiated events (\$300 to \$1,000).	Non statutory	Per application	\$0	\$300
Libraries				
Black and white copying A3.	Non statutory	Per copy	\$0.20	\$0.40
Black and white copying A4.	Non statutory	Per copy	\$0.20	\$0.20
Colour copying charges.	Non statutory	Per copy	\$1.10	\$1.10
Inter library loans.	Non statutory	Per loan	\$28.50	\$28.50
Internet and PC copy charges.	Non statutory	Per copy	\$0.20	\$0.20
Local history microfiche copies.	Non statutory	Per copy	\$0.20	\$0.20

Vibrant Port Phillip

Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
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(including GST if applicable)

South Melbourne Market				
Rooftop car parking on weekend market days (*Early Bird to 10 am, two hours free parking)				
Zero to one hours*	Non statutory	Per hour	\$2	\$2
One to two hours*	Non statutory	Per hour	\$4	\$4
Two to three hours	Non statutory	Per hour	\$8	\$8
Three to four hours	Non statutory	Per hour	\$16	\$16
Four to five hours	Non statutory	Per hour	\$24	\$24
five to six hours	Non statutory	Per hour	\$32	\$32
Six plus hours	Non statutory	Per hour	\$40	\$40
Lost ticket	Non statutory	Per ticket	\$40	\$40
Rooftop car parking Wednesday and Friday market days				
Zero to one hours.	Non statutory	Per hour	\$0	\$0
One to two hours.	Non statutory	Per hour	\$0	\$0
Two to three hours.	Non statutory	Per hour	\$8	\$8
Three to four hours.	Non statutory	Per hour	\$16	\$16
Four to five hours.	Non statutory	Per hour	\$24	\$24
Five to six hours.	Non statutory	Per hour	\$32	\$32
Six plus hours.	Non statutory	Per hour	\$40	\$40
Lost ticket.	Non statutory	Per ticket	\$40	\$40
Rooftop car parking on non-market days (Monday, Tuesday and Thursday)				
Zero to one hours.	Non statutory	Per hour	\$2	\$2
One to two hours.	Non statutory	Per hour	\$4	\$4
Two to three hours.	Non statutory	Per hour	\$6	\$6
Three to four hours.	Non statutory	Per hour	\$8	\$8
Four to five hours.	Non statutory	Per hour	\$10	\$10
Five to six hours.	Non statutory	Per hour	\$12	\$12
Six plus hours.	Non statutory	Per hour	\$15	\$15
Lost ticket.	Non statutory	Per ticket	\$15	\$15

Well-Governed Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
Asset and property management				
Peppercorn rent.	Non statutory	Per annum	\$104	\$104
Hall Hire				
St Kilda Town Hall – Auditorium hire				
St Kilda Town Hall Auditorium – community hire. Non-peak, Monday to Thursday.	Non statutory	Per day	\$940	\$975
St Kilda Town Hall Auditorium – community hire. Peak, Friday to Sunday.	Non statutory	Per day	\$1,250	\$1,300
St Kilda Town Hall Auditorium – standard hire. Peak, Friday to Sunday.	Non statutory	Per day	\$3,100	\$3,200
St Kilda Town Hall Auditorium – standard hire. Non-peak, Monday to Thursday.	Non statutory	Per day	\$1,900	\$1,970
St Kilda Town Hall Auditorium – community hire. Hourly rate, minimum of four hours. Non-peak Monday to Thursday.	Non statutory	Per hour	\$95	\$97.50
St Kilda Town Hall Auditorium – community hire. Hourly rate, minimum of four hours. Peak Friday to Sunday.	Non statutory	Per hour	\$122	\$130
St Kilda Town Hall Auditorium – standard hire. Hourly rate, minimum of four hours. Non-peak Monday to Thursday.	Non statutory	Per hour	\$185	\$190
St Kilda Town Hall Auditorium – standard hire. Hourly rate, minimum of four hours. Peak Friday to Sunday.	Non statutory	Per hour	\$310	\$320
St Kilda Town Hall kitchen – standard and community per day.	Non statutory	Per day	\$500	\$500
Port Melbourne Town Hall – Auditorium including kitchen				
Port Melbourne Town Hall Auditorium – community hire (daily rate). Non –peak Monday to Thursday.	Non statutory	Per day	\$610	\$630
Port Melbourne Town Hall Auditorium – community hire (daily rate). Peak Friday to Sunday.	Non statutory	Per day	\$610	\$630
Port Melbourne Town Hall Auditorium – standard hire (daily rate). Non-peak Monday to Thursday.	Non statutory	Per day	\$970	\$1,000
Port Melbourne Town Hall Auditorium – standard hire (daily rate). Peak Friday to Sunday.	Non statutory	Per day	\$970	\$1,000
South Melbourne Town Hall – Auditorium including kitchen				
South Melbourne Town Hall Auditorium – standard hire. Peak Friday to Sunday.	Non statutory	Per day	\$1,500	\$1,560
South Melbourne Town Hall Auditorium – standard hire. Non-peak Monday to Thursday.	Non statutory	Per day	\$760	\$790

Fees and charges

Well-Governed Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
Meeting rooms					
St Kilda Town Hall – meeting rooms					
St Kilda Town Hall - All Meeting Rooms - community hire . Non-peak before 9 am and after 5 pm Monday to Thursday.	Non statutory	Per hour	\$13.50	\$14	
St Kilda Town Hall - All Meeting Rooms - community hire. Peak 9 am to 5 pm, Monday to Thursday and 24 hours, Friday to Sunday.	Non statutory	Per hour	\$51	\$52	
St Kilda Town Hall - Council Chamber - community hire. Peak 9 am to 5 pm, Monday to Thursday and 24 hours, Friday to Sunday.	Non statutory	Per hour	\$51	\$52	
St Kilda Town Hall - Council Chamber - standard hire.	Non statutory	Per hour	\$195	\$200	
St Kilda Town Hall - Wominjeka Reception - standard hire.	Non statutory	Per hour	\$195	\$200	
St Kilda Town Hall - Training Room - standard hire.	Non statutory	Per hour	\$127	\$130	
St Kilda Town Hall - St Kilda Room - standard hire.	Non statutory	Per hour	\$102	\$105	
St Kilda Town Hall - Gunuwarra Room - standard hire.	Non statutory	Per hour	\$127	\$130	
St Kilda Town Hall - Ngargee Room - standard hire.	Non statutory	Per hour	\$127	\$130	
St Kilda Town Hall - Nairm Room - standard hire.	Non statutory	Per hour	\$102	\$105	
St Kilda Town Hall - Port Melbourne Room - standard hire.	Non statutory	Per hour	\$102	\$105	
Meeting Rooms – Port Melbourne Town Hall					
Port Melbourne Town Hall - Council Chamber- community hire. Non-peak before 9 am and after 5 pm Monday to Thursday.	Non statutory	Per hour	\$13.50	\$14	
Port Melbourne Town Hall - Council Chamber - community hire. Peak 9 am to 5 pm, Monday to Thursday and 24 hours, Friday to Sunday.	Non statutory	Per hour	\$51	\$52	
Port Melbourne Town Hall - Mayors Room - community hire. Non-peak before 9 am and after 5 pm Monday to Thursday.	Non statutory	Per hour	\$13.50	\$14	
Port Melbourne Town Hall - Mayors Room - Community Hire. Peak 9 am to 5 pm, Monday to Thursday and 24 hours Friday to Sunday.	Non statutory	Per hour	\$51	\$52	
Port Melbourne Town Hall - Council Chamber - standard hire.	Non statutory	Per hour	\$127	\$130	
Port Melbourne Town Hall - Mayors Room - standard hire (hourly rate).	Non statutory	Per hour	\$102	\$105	
Meeting Rooms – South Melbourne Town Hall					
South Melbourne Town Hall - meeting rooms – community hire.	Non statutory	Per hour	\$51	Not available for hire	

Well-Governed Port Phillip

	Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)				
South Melbourne Town Hall - meeting rooms - community hire.	Non statutory	Per day	\$225	Not available for hire
South Melbourne Town Hall - meeting rooms - standard hire.	Non statutory	Per hour	\$102	Not available for hire
South Melbourne Town Hall - meeting rooms - standard hire.	Non statutory	Per day	\$460	Not available for hire
Staff labour (per hour)				
Duty Officer fees - Monday to Thursday.	Non statutory	Minimum three hours	\$43	\$45
Duty Officer fees - Friday, Saturday and Sunday.	Non statutory	Minimum three hours	\$74	\$78
Duty Officer fees - public holidays.	Non statutory	Minimum three hours	\$90	\$95
Security Guard fees - public holidays.	Non statutory	Minimum three hours	\$86.50	\$90.80
Security Guard fees - Monday to Sunday.	Non statutory	Minimum three hours	\$57	\$60.50
Security bond - community hire.	Non statutory	Bond	\$1,000	\$1,000
Security bond - standard hire.	Non statutory	Bond	\$2,000	\$2,000
Note: A full fee waiver on Community Centre hire will be considered for not-for-profit groups run by their own committee who primarily meet to provide social connections and can demonstrate that over 65 per cent of their members are aged over 60 and reside within the City of Port Phillip.				
Road management				
Conducting works in, on, under or over a road without written consent (Section 63) - natural person. Three penalty units.	Statutory	Per infringement	\$554.80	\$577
Conducting works in, on, under or over a road without written consent (Section 63) - body corporate. 15 penalty units.	Statutory	Per infringement	\$2,773.80	\$2,885
Failure to comply with Clause 13 of Schedule 7 (Section 64) - natural person. Two penalty units.	Statutory	Per infringement	\$369.80	\$385
Failure to comply with Clause 13 of Schedule 7 (Section 64) - body corporate. Five penalty units.	Statutory	Per infringement	\$924.60	\$962
Work within the road reserve consent				
Arterial Road - minor works - not on roadway.	Statutory	Per application	\$145.30	\$151.10
Arterial Road - minor works - on roadway.	Statutory	Per application	\$244.60	\$254.40
Arterial Road - general works - not on roadway.	Statutory	Per application	\$461.80	\$480.20
Arterial Road - general works - on roadway.	Statutory	Per application	\$660.50	\$686.90
Municipal or non-arterial - minor works - not on roadway.	Statutory	Per application	\$91.70	\$95.40
Municipal or non-arterial - minor works - on roadway.	Statutory	Per application	\$142.20	\$147.90

Well-Governed Port Phillip		Fee type	Unit of measure	2022/23 Fee	2023/24 Fee
(including GST if applicable)					
Municipal or non-arterial – speed > 50, general works – not on roadway.	Statutory	Per application	\$359.30	\$373.70	
Municipal or non-arterial – speed > 50, general works – on roadway.	Statutory	Per application	\$659	\$685.20	
Municipal or non-arterial – speed ≤ 50, general works – not on roadway.	Statutory	Per application	\$91.70	\$95.40	
Municipal or non-arterial – speed ≤ 50, general works – on roadway.	Statutory	Per application	\$359.30	\$373.70	
Finance and project management					
Rates					
Land information certificates.	Statutory	Per copy	\$27.80	\$28.90	
Urgent land information certificates.	Statutory	Per copy	\$102	\$105.60	
Reprint of prior years' rates notice.	Non statutory	Per reprint	\$12.50	\$13	
Financial management					
Dishonoured cheques.	Non statutory	Per transaction	\$22.40	\$23.20	
Merchant surcharge – American Express.	Non statutory	Per transaction	0.65%	0.60%	
Merchant surcharge – EFTPOS and Debit cards.	Non statutory	Per transaction	0.59%	0.55%	
Merchant surcharge – Visa and Mastercard credit cards.	Non statutory	Per transaction	1.16%	1.10%	
Governance					
Freedom of Information care					
Freedom of Information requests, excluding photocopying charges.	Statutory	Per request	\$30.60	\$31.80	
Photocopying A4 – black and white.	Statutory	Per copy	\$0.20	\$0.20	
Photocopying A4 – colour.	Statutory	Per copy	\$1	\$1	
Search fees.	Statutory	Per hour	\$22.90	\$23.90	




Measuring performance

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the **Local Government (Planning and Reporting) Regulations 2020**. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted performance indicators – service

Key to forecast trends:

-  Favourable trend
-  Neutral impact to trend
-  Unfavourable trend

Indicator	Measure
Governance	
Satisfaction with community consultation and engagement.	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council.
Roads	
Sealed local roads below the intervention level.	Number of kms of sealed local roads below the renewal intervention level set by Council divided by kms of sealed local roads.
Statutory planning	
Planning applications decided within the relevant required time.	Number of planning application decisions made within the relevant required time divided by the number of decisions made.
Waste	
Kerbside collection waste diverted from landfill.	Weight of recyclables and green organics collected from kerbside bins divided by the weight of garbage, recyclables and green organics collected from kerbside bins.

Notes to indicators:

1. Satisfaction with community consultation and engagement – Council has strengthened its approach to community engagement by fine-tuning internal processes and procedures. The target of 55 per cent in 2023/24 allows time to stabilise our processes to meet community expectations. The targets for future years will be reviewed in 2023/24.
2. Sealed local roads below the intervention level – Sealed local roads include our laneway network and approximately 92 per cent of these laneways are constructed with bluestones. Repair and reconstruction of these old bluestone laneways are more resource intensive. As of 31 December 2022, the percentage of sealed local roads maintained to condition standards was 94 per cent. It is expected that the condition standard of the sealed local road network will be maintained or increased with the maintenance works planned in 2023/24.

Note	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Trend
1	54	54	55	55	55	55	▲
2	95.48%	94%	95%	95%	95%	95%	▬
3	45.12%	65%	65%	65%	65%	65%	▲
4	32.54%	35%	40%	45%	50%	55%	▲




3. Planning applications decided within the relevant required time - The target is aimed at delivering planning outcomes supporting well-designed, sustainable, safe development that protects heritage and neighbourhood character and maximises community benefit.

4. Kerbside collection waste diverted from landfill - In January 2023, Council commenced the roll out of Food Organics and Garden Organics (FOGO) service. This has increased the waste diversion from landfill rates from 31.7 per cent in November to 39.5 per cent in February and similar results are forecasted for the second half of 2022/23. It is also expected to see a higher waste diversion rates in 2023/24 with the expansion of community drop off points, roll out of FOGO service for apartments and proposed changes to the garbage bin collection frequency. The targets for future years will be reviewed in 2023/24.

Targeted performance indicators – financial

Indicator	Measure	Note	Forecast	Budget	Projections
			2022/23	2023/24	2024/25
Liquidity					
Working capital	Current assets / current liabilities	1	397%	351%	302%
Obligations					
Asset renewal	Asset renewal and upgrade expense / asset depreciation	2	102%	199%	220%
Stability					
Rates concentration	Rate revenue / adjusted underlying revenue	3	57%	58%	58%
Efficiency					
Expenditure level	Total expenses / number of property assessments	4	\$3,087	\$3,247	\$3,316

Key to forecast trends:

-  Favourable trend
-  Neutral impact to trend
-  Unfavourable trend

Notes to indicators:

1. **Working capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to remain at an acceptable level over the period.
2. **Asset renewal** – This percentage indicates the extent of Council's renewals against its depreciation charge which is 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 is required to renew assets.

2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	Trend
226%	190%	193%	199%	208%	211%	216%	220%	—
151%	195%	136%	131%	127%	128%	133%	133%	—
58%	59%	59%	60%	60%	60%	61%	61%	—
\$3,325	\$3,363	\$3,379	\$3,442	\$3,479	\$3,534	\$3,593	\$3,651	—

3. **Rates concentration** – Reflects extent of reliance on rate revenues to fund all of Council’s ongoing services. Trend indicates Council will become more reliant on rate revenue to all other sources.




4. **Expenditure level** – Reflects the total expenses of council per number of property assessments. Noting that Council experiences growth in both number of properties and service levels.

Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives. The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the **Local Government (Planning and Reporting) Regulations 2020**. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Note	Forecast	Budget	Projections
			2022/23	2023/24	2024/25
Operating position					
Adjusted underlying result	Adjusted underlying surplus (deficit) / adjusted underlying revenue	1	3.3%	0.5%	0.9%
Liquidity					
Unrestricted cash	Unrestricted cash / current liabilities		147.8%	148.6%	143.8%
Obligations					
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	2	0.0%	0.0%	0.0%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	2	0.0%	0.0%	0.0%
Indebtedness	Non-current liabilities / own source revenue		1.2%	1.3%	1.6%
Stability					
Rates effort	Rate revenue / property values (CIV)		0.2%	0.2%	0.2%
Efficiency					
Revenue level	General rates and municipal charges / number of property assessments	3	\$1,675	\$1,727	\$1,766

Key to forecast trends:

-  Favourable trend
-  Neutral impact to trend
-  Unfavourable trend

Notes to indicators:

1. **Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The underlying result is forecast as low in 2022/23 largely due to delays in delivering the project portfolio due to COVID-19 and ongoing sector wide construction delays.
2. **Debt compared to rates** – Council has the capacity to use debt to respond to financial risks over the period however no borrowings are currently planned.
3. **Revenue level** – Trend reflects the forecast rates cap increase in future years. Excludes revenue generated by the waste charge which recovers direct waste costs.




2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	Trend
0.9%	1.2%	2.2%	2.0%	2.4%	2.6%	2.8%	3.0%	▲
114.3%	81.1%	86.4%	94.0%	103.9%	109.2%	115.6%	121.6%	▲
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	▬
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	▬
1.5%	1.5%	1.5%	1.4%	1.4%	1.4%	1.4%	1.4%	▬
0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	▬
\$1,803	\$1,841	\$1,881	\$1,919	\$1,955	\$1,993	\$2,033	\$2,074	▲

Sustainable capacity indicators

The prescribed sustainable capacity indicators provide information that highlights our capacity to meet the needs of our communities and absorb foreseeable changes and unexpected shocks into the future.

Indicator	Measure	Note	Forecast	Budget	Projections
			2022/23	2023/24	2024/25
Sustainability capacity					
Population	Total expenses / municipal population		\$ 1,982	\$ 2,050	\$ 2,056
Population	Value of infrastructure / municipal population		\$ 6,954	\$ 6,936	\$ 6,931
Population	Municipal population / kilometres of local roads	1	450	463	475
Own-source revenue	Own source revenue / municipal population		\$ 1,928	\$ 1,984	\$ 1,979
Recurrent grants	Recurrent grants / municipal population		\$ 121	\$ 77	\$ 94

Key to forecast trends:

-  Favourable trend
-  Neutral impact to trend
-  Unfavourable trend

Notes to indicators:

1. **Municipal population and kilometres of local roads** - As population increases, with no capacity for additional roads within the municipality we will likely see greater road congestion.

2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	Trend
\$ 2,055	\$ 2,064	\$ 2,063	\$ 2,094	\$ 2,109	\$ 2,130	\$ 2,151	\$ 2,171	—
\$ 6,951	\$ 6,984	\$ 7,092	\$ 7,088	\$ 7,145	\$ 7,190	\$ 7,228	\$ 7,263	—
485	495	504	513	521	531	541	552	↘
\$ 1,980	\$ 1,994	\$ 2,013	\$ 2,040	\$ 2,065	\$ 2,090	\$ 2,116	\$ 2,140	—
\$ 94	\$ 95	\$ 95	\$ 96	\$ 96	\$ 97	\$ 97	\$ 98	—



"I feel Carlisle Street chose me. It's vibrant with a lot of diversity and welcomes new ideas."

Ashley Grottoli says our Carlisle Street Shopfront Activation Program is a great fit for her business.

Glossary



Term	Definition
The Act	Means the Local Government Act 2020
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from sources other than grants and non-monetary contributions.
Adjusted underlying surplus (or deficit)	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less the total expenditure. It is a measure of financial sustainability of the Council which excludes the masking of the net surplus (or deficit) by capital-related revenue.
Annual budget	Plan under Section 94 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.
Annual report	means a report of the Council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, accounting standards and other mandatory professional reporting requirements.
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to beneficiaries.
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> (a) enhances an existing asset to provide a higher level of service or (b) increases the life of the asset beyond its original life.
Australian accounting standards	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for corporations law entities under s296 of the Corporations Act 2001 . They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
Balance sheet	The balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year. The balance sheet should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.

Term	Definition
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed, and future requirements monitored.
Budget	Means a plan setting out the services and initiatives to be funded for the financial year and the subsequent three financial years and how they will contribute to achieving the strategic objectives specified in the Council Plan
Budget preparation requirement	Under Section 94 of the Act, a Council is required to prepare and adopt an annual budget by 30 June each year for the next financial year and subsequent three financial years.
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	The budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry forward capital works	Carry forward capital works (also referred to as 'project deferrals') are those that are incomplete in the current budget year and will be completed in the following budget year.
Comprehensive income statement	The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
Council Plan	Means a Council Plan prepared by Council under Section 90 of the Local Government Act 2020 . This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework.
Department of Jobs, Skills, Industry and Regions	Local Government Victoria is part of the Department of Jobs, Skills, Industry and Regions.
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes.
External influences in the preparation of a budget	Matters arising from third party actions over which Council has little or no control, for example, changes in legislation.

Term	Definition
The financial plan	Means a plan of the financial and non-financial resources for at least the next ten years required to achieve the Council Plan and other strategic plans of Council. The financial plan defines the broad fiscal boundaries for the Council Plan, asset plan, other subordinate policies and strategies and budget processes.
Financial statements	<p>Part 4 of the Act requires the following documents to include financial statements:</p> <ul style="list-style-type: none"> - Budget - Annual Report <p>The financial statements to be included in the Budget include:</p> <ul style="list-style-type: none"> - Comprehensive income statement - Balance sheet - Statement of changes in equity - Statement of cash flows - Statement of capital works <p>The financial statements must be in the form set out in the Local Government Model Financial Report.</p>
Financial sustainability	Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity and borrowings not falling within the definition of cash.
Four-way budgeting methodology	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	Non-current property, plant and equipment excluding land.
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented, and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation, then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal influences in the preparation of the budget	Matters arising from Council actions over which there is some element of control, for example, approval of unbudgeted capital expenditure.
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.

Term	Definition
Key assumptions	When preparing a balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, regulations and other laws and statutes which set a Council's governance, planning and reporting requirements.
Local Government (Planning and Reporting) Regulations 2020	Regulations, made under Section 325 of the Act prescribe: <ul style="list-style-type: none"> (a) The content and preparation of the financial statements of a Council. (b) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council. (c) The information to be included in a Council Plan, Financial Plan, budget, revised budget and Annual Report.
Local Government Model Financial Report	Local Government Model Financial Report published by the Department from time-to-time including on the Department's Internet website.
Local road	"Local road" means a sealed or unsealed road for which the council is the responsible Road authority under the Road Management Act 2004.
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist.
Non-financial resources	Means the resources other than financial resources required to deliver the services and initiatives in the budget.
Non-recurrent grants	Means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's long-term budget.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.
Operating expenditure	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.
Operating revenue	Operating revenue is defined as inflows or other enhancements or savings in outflows of future economic benefits in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.
Own-source revenue	Means adjusted underlying revenue other than revenue that is not under the control of Council, including government grants.
Performance statement	Means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.

Term	Definition
Project deferrals	Project deferrals (also referred to as 'carried forward capital works' – for capital projects) are those projects that are incomplete in the current budget year and will be completed in the following budget year.
Rate structure (rating information)	Site Value (SV), Capital Improved Value (CIV) or Net Annual Value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum or rate levels and increases from year to year are made as part of Council's long term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	Local Government (Planning and Reporting) Regulations 2020.
Restricted cash	Cash and cash equivalents, within the meaning of Australian Accounting Standards (AAS) , that are not available for use other than a purpose for which it is restricted and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	The revised budget prepared by a Council under Section 98 of the Act. Section 98 of the Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act	The purpose of this act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain acts, including the Local Government Act 2020 .
Services, initiatives and major initiatives	<p>Section 94 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan. The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature or lead to improvements in service.</p> <p>Major initiatives mean significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have major focus in the budget.</p>

Term	Definition
Statement of capital works	The statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works is prepared in accordance with the Local Government Model Financial Statements.
Statement of capital works	Means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance with the model statement of capital works in the Local Government Model Financial Report.
Statement of cash flows	The statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of a reconciliation between the opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.
Statement of changes in equity	The statement of changes in equity shows the expected movement in accumulated surplus and reserves for the year. The statement of changes in equity should be prepared in accordance with the requirements of AASB 101 Presentation of Financial Statements and the Local Government Model Financial Report.
Statement of human resources	Means a statement which shows all Council staff expenditure and the number of full-time equivalent Council staff.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
Valuations of Land Act 1960	The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years. Valuations of Land Act- Section 11.



Council Plan 2021-31

Volume 2 / Year 3

City of Port Phillip

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