

# WE ARE PORT PHILLIP COUNCIL PLAN 2017-27

Year 4

Updated Draft Document June 2020

For Public Release

Council respectfully acknowledges the Yalukut Weelam Clan of the Boon Wurrung.

We pay our respects to their Elders, both past and present.

We acknowledge and uphold their continuing relationship to this land.

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## City of Port Phillip Councillors


The City of Port Phillip has three wards, each represented by three elected councillors.




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The Councillors were elected to the City of Port Phillip for a four-year term on 22 October 2016. The Mayor, Councillor Bernadene Voss, was elected by the Councillors on 13 November 2019.

Councillors are responsible for setting the strategic direction for the City, representing the local community in their decision making, developing policy, setting service standards, and monitoring performance.

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## **Mayor's message**

Content to come

Bernadene Voss

Mayor

## About this plan

This plan sets out what we want to achieve for the City of Port Phillip by 2027, and how we will support the current and future health and wellbeing of the City and our people.

This plan delivers on our Victorian local government planning obligations under the *Local Government Act 1989* and the *Public Health and Wellbeing Act 2008*. These obligations determine how we plan for community needs and aspirations over the long, medium and short term, and hold ourselves accountable.

This single, integrated plan delivers our council plan, municipal public health and wellbeing plan, strategic resource plan, 10-year financial outlook, and annual budget.

This plan is supported by the Port Phillip Planning Scheme and detailed strategies and delivery plans that will help deliver our vision and the outcomes we are committed to. Within the organisation, department and individual employee plans are also aligned to support the delivery of the Council Plan.

Figure 1: Integrated planning and delivery framework



We are committed to a continuous cycle of planning, implementing, reporting and review to ensure we deliver the best outcomes for the community. This plan will be reviewed, updated and improved every year. In particular, we will improve over time the way we measure our performance and how we plan, report and engage at the neighbourhood level.

We will regularly report on our progress towards achieving the outcomes of this plan, our financial performance and project delivery. These reports, and our annual reports, are available online at [www.portphillip.vic.gov.au](http://www.portphillip.vic.gov.au).

Figure 2: Engaging and reporting on the Council Plan

### Engaging and reporting on the Council Plan



### Partners to our plan

Local government plays a key role in protecting and enhancing liveability and the wellbeing of our current and future communities. We are well positioned to directly influence vital factors like transport and land use planning, housing, protection of the natural environment and mitigating impacts of climate change, fostering local connections, social development and safety.

This plan sets out how we, and agencies working in Port Phillip, will work together to improve community outcomes.



We will partner with other levels of government, community, not-for-profit and business organisations, service providers and residents, to develop, implement and evaluate projects, programs and policies that deliver our vision and improve the health and wellbeing of our people and places.

## Changes to this plan

### Our operating environment

The year 2020 has presented challenges unlike anything our City, state or nation has faced in generations.

The COVID-19 pandemic has had significant impact on our local businesses, community organisations, ratepayers and residents. Service closures, self-isolation, restrictions on travel and gatherings, and physical distancing have had a financial impact on our community with large financial and economic losses, increases in under and unemployment, and business failures.

The Federal and Victorian governments should be commended for their leading roles in reducing and managing the impacts of the COVID-19 pandemic in terms of the general health and wellbeing of our community.

Council has also played a role in supporting local businesses, local community organisations, ratepayers and residents through these tough times. On 25 March 2019, we announced a \$2.5 million (updated forecast \$2.8 million) emergency relief package to support those most affected in our community, including many of our traders up to 30 June 2020.

Council too has been affected by these changes. Several community services provided by Council have had to temporarily close such as libraries (gradual reopening from 3 June 2020), our community centres, playgroups and senior citizen services. Other services have been impacted such as food and home-based care services, maternal child & health, customer service centres, open space and recreation centres, and arts facilities.

We have also had a significant reduction in our revenue streams. Officers forecast a \$12.7 million reduction in revenue from what was budgeted in 2019/20, led by reduced parking revenue (\$7.5 million), property related income (\$2.2 million) and child care revenue (\$1.7 million). Reduced revenue streams are also expected to flow into draft Budget 2020/21 with \$20 million reduction. Combined this sees a forecast revenue reduction of over \$32 million between April 2020 and the end of June 2021.

The pace at which we can deliver projects has also been affected with some projects initially delayed while we worked out a way to engage with the community in a digital environment, there have been upstream delays with our suppliers, as well as a general loss of productivity.

While revenue and service provision has declined in certain areas, a significant proportion of our costs remain fixed, with staff salaries and contracts equating to 73% of our operating costs excluding depreciation.

This has also coincided with increasing costs, at a higher rate than CPI and rates cap, including a higher landfill levy, and cost shifting from other tiers of government, which is estimated to cost around \$4.5 million. This is common across local government as we renew and upgrade our ageing asset base and manage emerging issues. The Local Government Act 2020, which received Royal Assent came into effect on 24 March 2020 has both resourcing and financial implications on Port Phillip and the wider local government sector.

To continue to provide critical services and infrastructure, in developing the draft Budget 2020/21 we undertook an extensive review of all costs and strategically reprioritising expenditure based on the following principles:

- Reprioritisation must be effective in providing the intended relief and increasing community capacity to withstand and recover from the pandemic and other future shocks.
- Reprioritisation should be targeted towards those that need it most and not duplicate support provided by others.
- Council must ensure financial sustainability.
- Reprioritisation of activities and services should be aligned to the Council Plan priorities, transparent, defensible, and distributed fairly based on the role of Council, support available from others, risk, and cost.

Based on these principles, priority has been given to activities that:

- Meet legal and/or contractual requirements.
- Are essential to keeping our community safe, with a focus on the most vulnerable, in the response stage.
- Are essential to manage risk, including risk to Council's long-term financial sustainability (e.g. priority asset maintenance & renewal).
- Are essential to helping our community move from response to recovery as quickly as possible.
- Are essential to preparing the Council administration for the recovery stage, including business continuity and retaining and building new capacity to start up again.

Applying the principles and budget parameters set within the 10-Year Financial Outlook that were first considered by Council in December 2019 and again on 6 May 2020, the draft Budget 2020/21 addresses the rates capping challenge and responds to the \$32 million financial impact and risks associated with COVID-19 pandemic and other risks such as the impact of the Recycling Victoria policy on waste services.

The draft Budget 2020/21 includes:

- A rate increase of 2 per cent, which is equivalent to the rates cap set by the Victorian Government, with the additional proceeds to be used to:
  - fund the significant above rates cap increases in waste management and recycling costs and other above CPI cost increases and;
  - increase support for ratepayers, businesses and community members who need it the most (see proposed Economic and Social Recovery program below).
- A general increase in fees and charges of 2.25 per cent, which is consistent with our financial strategy, unless it makes sense to vary, and to provide targeted support to those who need it most.
- Efficiency savings of \$4.9 million, including \$0.7million from the Customer Experience Program. This adds to the \$13 million of savings delivered over the previous six budgets.
- There is no increase in an already low debt position, with the majority of this proposed to be repaid in 2021/22.
- Cash reserve for operational needs including staff leave and contingency of \$23.9 million.
- Project investment of \$47 million to maintain, grow and improve services and assets.
- Continued support to pensioners with a council-funded pensioner rates rebate which will increase by 2.9 per cent to \$175 in 2020/21.
- A cash surplus of \$0.993 million, which is above the financial strategy target of \$0.5 million. This provides additional contingency for enterprise financial risks including COVID-19 recovery.

To achieve a balanced budget with the above financial credentials that responds to the significant financial impact and risks associated with COVID-19 pandemic and other risks, and provides critical services and infrastructure, we are proposing a small number of temporary and permanent service level reductions in this draft Budget 2020/21.

We have also applied careful prioritisation of spend within capital and operating portfolio and reduced the projected spend in 2020/21 from \$61 million (excluding land purchases) as reported in last year's Council Plan to \$47 million, consisting of a mix of reduced scopes in programs and project deferrals with increased investments in the following years to ensure our asset base and responses to our strategies are maintained over the medium and long-term.

Significant investment continues to be projected over the 10-year period on important initiatives to deliver on the Council Plan outcomes and vision:

- \$76 million to implement the Integrated Transport Strategy (Move, Connect, Live). This includes \$46 million of renewals on road assets.
- \$37 million to implement the Sustainable Environment Strategy (Act and Adapt). This includes \$10 million in of renewals on stormwater assets.
- \$1.4 million to implement the Don't Waste It Strategy (to 2021/22). This is to be revisited as the Victorian Government recently announced its Recycling Victoria policy including four bins kerbside service (Food Organic Green Organics and glass recycling bins are new) and landfill levy increases by 91% over 3 years.
- \$13 million to implement the Creative and Prosperous City Strategy (Art and Soul) to 2024/25. This includes provisional estimates for the redevelopment of the St Kilda Library.
- \$12.5 million for Customer Experience Program (to provide better and more responsive customer service while delivering a more efficient enterprise). This is in addition to the \$9.8 million expended so far. We expect productivity and efficiency savings from this program equivalent to \$40 million over the 10-year period and have included \$0.7 million of efficiency savings in the draft 2020/21 budget.

The updated Council Plan and draft Budget 2020/21 highlights our prudent approach to financial management in responding to COVID-19 pandemic and other risks whilst providing significant investment over the 10-year period in important initiatives to deliver on the Council Plan outcomes and vision. Our proposed 10-year financial plan is forecast to be financially sustainable by achieving a low overall Victorian Auditor General Office Financial Sustainability Indicator risk rating, although in the short term, some risk indicators in 2020/21 will be rated as medium.

Below are the proposed changes to our Council Plan that was adopted on 19 June 2019. Any resource implications of proposed adjustments have been represented in this draft document, which covers our Strategic Resource Plan, 10-Year Financial Plan and draft Budget 2020/21.

### **Economic and Social Recovery program**

The draft Budget 2020/21 funds \$4.2 million for an Economic and Social Recovery program that builds on the \$2.8 million emergency relief package for 2019/20, providing assistance to those who need it most. It supplements rather than duplicates

Victorian or Federal government assistance and was informed following a business forum on 2 June, in which 125 businesses participated. The program includes:

- Provide relief from rates, rents and Council fees and charges;
- Reactivate public space;
- Support land use and statutory planning;
- Reduce red tape;
- Support businesses, volunteer sector, social connections and community resilience; and
- Respond to affordable housing and homelessness.

The program is detailed below:

Initiative	Description	Budget 2020/21 \$000
1	Commercial Tenant rent relief / South Melbourne Market stallholder fee relief – provide relief for 3 months to September 2020.	1,290
2	Extend hardship provisions to vulnerable resident and commercial ratepayers (six-month rate deferral with 24 months to pay).	70
3	Suspend rent increases for FY21 and South Melbourne Market rent reviews. Mandated by State government. (July to September 2020).	125
4	Suspend rent increases for FY21 and South Melbourne Market rent reviews. (October 2020 to June 2021).	375
5	Footpath Trading Fees, including outdoor dining, A frames and goods displays – Waive fees until 31 December 2020.	400
6	Supplier Payments – Continue to ensure Council’s payment cycle to our suppliers is between 7 and 14 days rather than the standard 30 days.	40
7	Reactivation and use public space in new ways to encourage social distancing and activation – Utilise and potentially create new public space on a trial basis.	450

Initiative	Description	Budget 2020/21 \$000
8	Advocate for delivery of tram infrastructure including Fitzroy St, Mills St, Waterfront Place, and Fishermans Bend.	0
9	Investigate making our 3D City model (South Melbourne and St Kilda/Balaclava) available to various sectors.	0
10	Advance South Melbourne and St Kilda structure plans with a focus in year one on an economic and employment land framework and housing growth strategy.	250
11	Consider site-specific amendments for specific private development proposals where an amendment is required to achieve the desired built form outcome and realise economic benefits.	0
12	Extend the CEO's placemaking delegation to Key Activity Centres for six months.	0
13	Better Business Approvals – Reduce touchpoints for businesses and improve customer experience.	0
14	Planning Permits – Improve the Council experience for businesses setting-up.	0
15	Improve process timelines. To assist small businesses with planning permits.	0
16	Potential Increase in construction work hours – Discuss with construction industry representatives to identify relevant locations where extended hours are appropriate	0
17	Target grants for arts relief and events through \$2 million to support local arts activities including \$1.35 million in funding for grants, creative partnerships, local festivals and support for the Linden and Gasworks galleries.	0
18	Mechanisms that support and promote businesses within the City of Port Phillip and encourage visitation particularly Sept-Dec 2020 – Develop and implement with businesses, a program that supports business to survive and thrive over the coming 12 months. This could include access to information, attraction activities as well as regular engagement with key stakeholders.	150
19	Inner Melbourne Action Plan (IMAP) economic recovery indicators – Develop consistent indicators across IMAP councils	0
20	Volunteer facilitation – Pilot a network of organisations who provide volunteer opportunities to help them network and develop collaborative practices and share resources.	0

Initiative	Description	Budget 2020/21 \$000
21	Corporate volunteer program – allow staff to volunteer for up to 2 days per annum. Volunteering directed to local community sector organisations delivering programs to support social recovery and / or on-going relief for vulnerable communities.	150
22	Targeted grants to rebuild social connections post COVID-19 – Deliver Quick Response Community Grants (available 6 months July – Dec 2020) promoting social connections and community resilience	10
23	Proceed with Community Grants – current applicants will be given an opportunity to recast applications to address key COVID impacts before assessment process continues. Funds would be distributed to successfully applicants in September	280
24	Bridging the digital divide - provide training, equipment and other support to community groups to facilitate delivery of on-line programs and access for users	10
25	Fund to address emerging social impacts – Monitor impacts and develop appropriate responses	200
26	Introduction of mandatory affordable housing contributions (Inclusionary Zoning) as part of new private development – Advocate (in partnership with other local governments) for release and action by the Victorian Government / Planning Minister following recent Ministerial Advisory Committee on Planning Mechanisms for Affordable Housing. Also advocate to ensure mandatory affordable housing contributions are included in response, potentially phased in over time.	0
27	Renewal of Public Housing Estates to increase the supply of social housing – develop a Memorandum of Understand (MOU) with Victorian Government for program of renewal of Public Housing Estates in Port Phillip to increase the supply of social housing. Prioritise Dorcas Street Housing Estate, offering potential for housing and wider neighbourhood benefits (community & health facilities, public space, business innovation hub).	0
28	Temporary common ground facility- lease former backpacker (Habitat HQ) accommodation in St Kilda to keep rough sleepers in supported housing	250
29	Permanent common ground facility- partner with DHHS to deliver permanent supported housing for persons from Council's By-name list / transitioning from Habitat 'pop-up' to reduce rough sleeping.	25



Initiative	Description	Budget 2020/21 \$000
30	Port Phillip Zero project - continue funding to achieve a coordinated service response to homelessness (collective impact approach). Includes CoPP 'By-name list' updated fortnightly	50
31	Government stimulus package funding directed at discounted purchase of community housing units by Registered Agencies – Advocate to State and Commonwealth governments for stimulus funding to apply to, negotiation of new development approvals, purchase of units in approved development and purchase of vacant apartments. Review all existing Fishermans Bend development approvals with affordable housing conditions to consider 'amending' form of contribution to discounted purchase.	0
32	Delivery of affordable 'Build to Rent' housing – through incentivising private investment in rental housing for low and moderate-income earners through rental subsidy's	0
33	Share The Food project- Continue support for PPCG 'Food Hub' for 3 months (July – Sept) providing food staples, fresh food, and toiletries to people facing financial hardship, and to those isolating due to immunity, age or disability (interim period whilst Food Plan prepared).	45
34	Council Food Services and Programs – expand funded programs to meet increased demand:	0
35	Work with community sector to understand emerging impacts – Develop mechanisms for community sector to collaborate and share insights.	0
36	Understand local impacts through work with local service providers and monitoring available data	0
37	Continue implementation of family support programs and engage in appropriate public health campaigns	0

## Changes to services

### Service reductions

#### ***Strategic Direction 1: We embrace difference, and people belong***

- Maintain annual Community Grants program at \$280,000 and suspending 'quick response' Neighbourhood Grants program for one year (\$56,000) – consulted with the community prior to the release of the draft Budget 2020/21.
- Defer Youth Leadership and Engagement program for 6 months (\$12,000).

- Suspend Early Education Partnership for 1 year (\$40,000).
- Suspend Youth Service Development for 1 year (\$18,000).
- Reduce operational subsidy to kindergartens from \$4,000 to \$2,000 per centre (\$19,000).
- Remove project funding for Friends of Suai/Covalima (\$38,000).
- Cessation of pre-school dental check program funding agreement with Star Health (\$36,000).

***Strategic Direction 4: We are growing and keeping our character***

- Discontinue pressure washing services for activity centres (\$228,000) – consulted with the community prior to the release of the draft Budget 2020/21.
- Reduce of Council maintenance of VicRoads assets (\$175,000) – consulted with the community prior to the release of the draft Budget 2020/21.
- Cease Afternoon Litter Bin over Summer service (November to March) (\$32,000).

***Strategic Direction 5: We thrive by harnessing creativity***

- Close South Melbourne Night Market and NEFF Kitchen (\$87,000).
- Change St Kilda Film Festival to be predominantly online with an opening night event (\$140,000).

***Strategic Direction 6: Our commitment to you***

- Reduce ASSIST Counter Services at Port Melbourne and South Melbourne Town Halls (\$91,000) – consulted with the community prior to the release of the draft Budget 2020/21.
- Discontinue Divercity as a print publication and move to an online version – consulted with the community prior to the release of the draft Budget 2020/21.
- Reduce organisational memberships (\$86,000) – Council endorsed this change in 20 May 2020.
- Reduce Councillors budget for professional services, training and conferences (\$34,000).
- Reduce Community Satisfaction Survey to minimum statutory requirements (\$43,000).

**Service increases**

***Strategic Direction 1: We embrace difference, and people belong***

- Provide additional Lead Family/Assertive Outreach resource to meet Council-endorsed Children's Services Policy commitments to support families experiencing vulnerability to access early years education services (\$100,000).

***Strategic Direction 5: We thrive by harnessing creativity***

- Develop an online shopping website for South Melbourne Market (Saving of \$6,000 to Council).

**Changes to our project portfolio**

The figures supporting our project portfolio have been updated based on the April 2020 forecasts and includes \$12.4 million of deferrals from 2019/20. The following identifies new projects and significant changes to the 2020/21 forward estimates that were previously presented in the adopted Council Plan as proposed expenditure in 2020/21:

**Projects not previously identified in the Council Plan*****Strategic Direction 1: We embrace difference, and people belong***

- JL Murphy Multi-purpose Synthetic Field - installation of a new synthetic multi line marked surface for sports activities and off-season training. Project is contingent on partnership funding. (\$50,000 for design)
- JL Murphy Synthetic Field – construction of a synthetic sports field on the Community Pitch at JL Murphy Reserve to address the current grounds shortage (\$100,000 for design).

***Strategic Direction 2: We are connected and it's easy to move around***

- Civil Infrastructure Maintenance Contract Review – prior to the procurement of a new civil maintenance contract, a review will be undertaken on the efficacy of the current contract and identification of areas for improvement or greater efficiency in delivering these services. (\$120,000)

***Strategic Direction 4: We are growing and keeping our character***

- Astor Theatre garden – Beautification works to the green space along the Dandenong Road side of the Astor Theatre building. Note works subject to Department of Transport approval. (\$20,000)
- Kings Place Plaza Pocket Park – a new pocket park partly funded through the Victorian Government Local Parks Program (\$180,000 for design).
- New dog park – part of the Victorian Government Local Parks Program, funding is for the delivery of a new off-leash enclosed dog park within the municipality. Project is contingent on a successful funding application. (\$25,000 for design)
- Palais Theatre & Luna Park Precinct Revitalisation - in partnership with the Victorian Government, a project to revitalise and reshape this precinct to create a safer, more pedestrian-friendly, attractive and usable space. The project was previously part of the Public Space Security Improvements Program. (\$2.9 million to complete construction)

- Planning Scheme Amendments Program – work previously funded through operational budgets has been reallocated to the portfolio to allow for prioritisation against other strategic planning initiatives (\$140,000 in 2020/21)
- South Melbourne Market Public Safety Improvements - address several identified vulnerabilities of South Melbourne Market to proactively reduce the risks to visitor and staff. (\$360,000 to commence works)
- St Kilda Foreshore Infrastructure Upgrades (between Donovans and Marina Reserve) - Delivery of foreshore infrastructure including path and crossover upgrades, seawall renewal, vehicle intrusion control, lighting, vegetation and shade upgrades. (\$100,000 for design)
- St Kilda Precinct Strategic Plan – Establish the preferred direction to guide future growth and facilitate change within the St Kilda precinct, and to align partnership, employment and sustainability goals outlined in key Council strategies (\$100,000 to commence)

#### ***Strategic Direction 6: Our commitment to you***

- Council Election and Councillor Transition Program - delivery of the City of Port Phillip Council election and funding to support the transition and induction of a new Council. (\$975,000 partly funded through compulsory voting fines)
- Implementation of the Local Government Act – funding to support the organisation, the Councillors and the community in implementing and transitioning to the new Local Government Act (\$74,000 in 2020/21)

#### **Major changes to existing projects and programs, including reductions to address the financial impact of the COVID-19 pandemic**

##### ***Strategic Direction 1: We embrace difference, and people belong***

- Adventure Playground Upgrade - \$0.8 million identified in the Council Plan has been deferred to future years while an Adventure Playground Strategy is developed.
- Children's Centres Improvement Program - \$1.4 million identified in the Council Plan has been deferred to future years given the uncertainty of the impacts to the supply and demand of children's centre facilities.
- Children's Services Policy (\$200,000 reduction) – the budget to implement the new policy will be funded within existing operational resources.
- Lagoon Reserve Sports Field Redevelopment - \$1.95 million for construction deferred to 2021/22 while design activities continue.

- North Port Oval Upgrade – the project budget has been increased to \$4.5 million for an expanded scope funded through Federal and Victorian governments contributions. \$805,000 has been deferred to 2021/22 to allow for master planning of the site and to align with funding partners.
- Sport and Recreation Infrastructure Program – incorporates the Recreation Reserves Facilities Renewal, Outdoor Fitness Station and Informal Sport and Recreation programs. Program reduced to designs and reactive works only in 2020/21. Increased in future years to maintain investment level. (\$457,000 reduction)
- Sports Playing Field Renewal and Upgrade Program – Increased by \$730,000 based on the required investment to build sports grounds that have a resilient sub surface to help drainage and increase play ability. Program has been revised to occur every second year rather than annually.

***Strategic Direction 2: We are connected and it's easy to move around***

- Bike Infrastructure Program (\$430,000 reduction) – Program reduced to design and consultation in 2020/21. The 2020/21 program includes the construction budget for the Garden City Bike Path which was deferred from 2019/20.
- Footpath Renewal Program (\$307,000 reduction) – Program reduced to high priorities. Increased in future years to ensure our existing asset base is maintained.
- Kerferd Road safety improvements – \$2.0 million identified in the Council Plan has been removed. The Council project has been replaced by the Victorian Government's Shrine to Sea initiative.
- Laneway Renewal and Upgrade Program (\$215,000 reduction) – Renewals have been prioritised. Upgrades have been delayed for two years.
- Park Street Bike Link – the construction schedule has been revised based on the timelines in the Domain Precinct Public Realm Masterplan. Construction is now expected to be completed in 2021/22.
- Pedestrian Infrastructure Delivery (\$660,000 reduction) – Program reduced to designs only in 2020/21. Increased in future years to maintain investment level.
- Road Renewal Program (\$1.2 million reduction) – Road condition audits completed in December 2019 indicated majority of our roads are above the intervention level due to high investment in previous years. Program reduced to highest priorities and increased in future years to ensure our existing asset base is maintained.
- Tram Infrastructure partnership delivery – the Fitzroy Street streetscape upgrade has been deferred to future years to align with Public Transport Victoria tram stop upgrades schedule.

***Strategic Direction 3: We have smart solutions for a sustainable future***

- Community Electric Vehicle Charging Program – previously the Electric Vehicle Charging Infrastructure Program. The program has been altered to focus on pursuing options of partnering with a charging provider to install infrastructure for public use.
- EcoCentre Redevelopment - \$2.2 million of construction funding deferred to future years to align with partnership funding opportunities.
- Elster Creek Catchment Partnership and Elsternwick Park Nature Reserve - \$930,000 deferred to future years based on partnership design timelines. Advocacy work will continue in 2020/21.
- Energy Efficiency and Solar Program (\$350,000 reduction) – Program reduced to designs only in 2020/21. Increased in future years to maintain investment level.
- Energy Efficient Street Lighting Upgrade on Major Roads - \$913,000 of funding for the installation has been deferred to future years based on expected timelines for designs and power authority approvals. Design will commence in 2020/21.
- Foreshore Vegetation Upgrade Program (\$150,000 reduction) – program reduced for one year.
- Greening Port Phillip Strategy Implementation (\$200,000 reduction) – program has been scaled back for one year and increased in future years to maintain the investment level.
- Land acquisition - Sustainability Hub – \$17.5 million identified in the Council Plan has been removed as the work on the Inner Metropolitan Sustainability Hub project has been suspended indefinitely. Funding of the feasibility for the future location of Councils Operation Centre has been included in the project portfolio.
- Open Space Irrigation Renewal and Upgrade Program (\$300,000 reduction) – Program reduced to high priority renewal works in 2020/21.
- Water Sensitive Urban Design Program (\$550,000 reduction) – Program reduced to designs only. Increased in future years to maintain investment level.

***Strategic Direction 4: We are growing and keeping our character***

- Fisherman's Bend program – the program has been extended to support a series of key planning activities and coordination activities (\$275,000 in 2020/21)
- Foreshore Assets Renewal and Upgrade Program (\$350,000 reduction) – Program reduced to high priority renewal works in 2020/21
- Gasworks Arts Park Reinstatement - \$1.7 million for construction has been deferred to future years to align with the expected timelines for finalise of the Contamination Management Action Plan and the subsequent Park Plan.

- Kirrip Park Development - \$5.0 million (jointly funded with the Victorian Government) has been deferred to future years as additional infrastructure at the park is not required at this time.
- Maritime Infrastructure Renewal Program (\$900,000 reduction) – a recent Maritime Asset Audit indicated that our marine assets are all in good/fair condition and do not require current intervention.
- Parks and Playground Renewal and Upgrade Program (\$450,000 reduction) – Program reduced to designs, playground safety responses and minor renewals. The construction works at TT Buckingham Reserve have been deferred from 2019/20.
- Parks Furniture and Pathway Renewal Program (\$200,000 reduction) – Program reduced to high priority renewal works in 2020/21.
- Public Space Accessibility Improvement Program (\$200,000) – Program reduced to high priority works for 2020/21.
- Public Space Lighting Expansion Program (\$150,000 reduction) – no priority works have been identified for 2020/21.
- Public Space Security Improvements (\$960,000 reduction) – Public safety works at the Palais Theatre Forecourt have been included in the scope of the Palais Theatre & Luna Park Precinct Revitalisation project. The 2020/21 program will include continuing design for Acland Street Plaza. Lower priority sites have been deferred to 2021/22.
- Street Signage and Furniture Renewal Program (\$260,000 reduction) – Program reduced to high priority renewal works.

***Strategic Direction 5: We thrive by harnessing creativity***

- Library Purchases (\$200,000 reduction) – Program reduced in 2020/21 and increased in future years to maintain the investment.
- Placemaking Program – Program suspended in 2020/21 with funds reallocated to support initiatives in the Economic and Social Recovery Program.
- South Melbourne Market Building Compliance Works – Overall program has increased in the 10-year capital portfolio based on the cost estimates developed through the Building Compliance Assessment Work Scoping report.
- South Melbourne Market Renewal Program (\$150,000 reduction) – Program reduced to highest priority renewal works.
- South Melbourne Town Hall Renewal and Upgrade – \$2.6 million for construction works deferred to future years. 2020/21 reduced to design and urgent works.
- St Kilda Library Redevelopment (\$250,000 reduction) – Funding deferred by one year. Work will continue in-house.

***Strategic Direction 6: Our commitment to you***

- Building Renewal and Upgrade Program (\$655,000 reduction) – Program reduced to highest priorities. Increased in future years to ensure our existing asset base is maintained. \$300,000 for furniture and fitting renewals at Council facilities has been reallocated to the Workplace Plan Implementation.
- Business Enablement and Innovation Fund – this program has been removed from the Council Plan. These initiatives will be prioritised through the Customer Experience Program and existing operational budgets.
- Council Fleet Renewal Program (\$280,000) – Program reduced in 2020/21 and increased in future years to maintain the investment.
- Customer Experience Program – expenditure timing has been revised to align with the current contractual obligations. No overall change in the total expenditure.

The complete list of capital and operating projects that are proposed in 2020/21 is contained within Section 3 of this document.

The Federal Government recently announced a new \$500 million Local Road and Community Infrastructure Program, an additional boost for local government to deliver on priority projects with a focus on local road and community infrastructure upgrades and maintenance. \$278,000 has been allocated to the City of Port Phillip for the bringing forward a suitable project. Similarly, the new Victorian Government announced the \$68 million Community Sports Infrastructure Stimulus Package enabling Local Government Authorities and other organisations to fast-track shovel-ready community sports infrastructure projects across Victoria. Council is currently considering several eligible initiatives.

**Changes to our fees and charges**

In most cases, our fees and charges for 2020/21 are proposed to increase by 2.25 per cent (with variances where minor rounding equates to larger or smaller percentages). This approach is consistent with our financial strategy. There will be variances where minor rounding equates to larger or smaller percentages.

There are some exceptions where we believe a larger increase (on non-material items) is fair and reasonable.

Due to the significant impact of the COVID-19 pandemic to our community, any material fee structure changes have been deferred to a future budget year.

Additionally, some fees are proposed to increase by 2.25 per cent but will be supported with targeted measures such as waivers and deferrals. In other cases, no fee increase is proposed for 2020/21.



The fee changes are proposed to commence from 1 September 2020. Statutory fees may change during the financial year in accordance with updated Victorian Government legislation and regulation.

A summary of the proposed changes to fees and charges is below.

### **Strategic Direction 1: We embrace difference, and people belong**

- Adventure Playground hire
  - No increase in 2020/21.
- Childcare fees
  - As a result of the childcare fee policy change the charge for Public Holidays will be at the standard Long Day Care fee (\$133.50). The private sector charges a child in a Public Holiday whereas Council run centres currently do not.
  - No increase to long day care fees.
  - Increase Infrastructure and Maintenance levies to reflect cost of services.
- Community support (aged care fees)
  - 2.25 per cent increase rounded to nearest 20 cents. The base fees are highly subsidised by Council.

### **Strategic Direction 2: We are connected and it's easy to move around**

- Parking fees
  - Fees adjusted based on benchmarking and the impact to utilisation and business:
    - No change to hourly or daily rates for Elwood Foreshore, Fishermans Bend, Fitzroy Street and at Station Pier and Waterfront Place
    - No change to hourly rates in South Melbourne and St Kilda Road. Small increase in daily rates for some areas (ranging from 0 to 20 cents per day)
    - Small increase in hourly (10 cents per hour) and daily rates (10 cents per day) for St Kilda foreshore area.
  - No change to South Melbourne Market parking fees.

### **Strategic Direction 3: We have smart solutions for a sustainable future**

- Annual garbage charge for non-rateable properties
  - 13.4 per cent increase to reflect the increased cost of waste, noting this cohort do not pay rates.

- Resource Recovery centre
  - 2.25 per cent increase rounded to the nearest dollar despite landfill levy increasing at a much higher rate.
- Surcharge for 240 litre waste bin
  - 22 per cent increase to deter take up of larger bins.

#### **Strategic Direction 4: We are growing and keeping our character**

- Animal management fees
  - No increase in 2020/21
- Building permits
  - 2.25 per cent increase to non-statutory fees. The increase is not likely to be factor in deterring building works.
- City permit fees
  - Footpath trading to be based on property valuation. Early indications of price reduction in most areas expected. Fees have been waived from 1 April to 30 June 2020 as part of Council's emergency relief package. Council is proposing to extend waiving of footpath trading permit fees including outdoor dining, A frames and goods displays until 31 December 2020.
  - No increase to food vans fees (limited demand).
  - 2.25 per cent increase for work zones, advertising signs, itinerant trading, road occupation and significant tree works justifiable.
- Food Act, Personal services and Prescribed accommodation fees
  - Increase fees, however, provide abatement/support for those sectors under hardship
- Open space and recreation fees
  - Fees benchmarked against neighbouring councils and adjusted accordingly, fees waived as part of COVID-19 support package.
- Statutory Planning
  - 2.25 per cent increase to non-statutory fees. The increase is not likely to be factor in deterring investment.
  - New fee structure for secondary consent and extension of time.

#### **Strategic Direction 5: We thrive by harnessing creativity**

- Arts, filming, gallery, photography permit fees
  - 2.25 per cent increase
- Esplanade Market fees:
  - No increase to permanent stallholders.
  - 2.25 per cent increase for casual stallholders and coffee vendors.
- Libraries
  - 72 per cent increase to Inter-library loans. Council has heavily subsidised the service up to 87 per cent in the past. The Australian Library & Information Association has increased this fee from \$16.50 to \$28.50, a full on-charge is recommended.
- South Melbourne Market
  - No increase to paid parking fees.
- St Kilda Festival
  - No increase in 2020/21

### **Strategic Direction 6: Our commitment to you**

- Community venue hall hires and meeting rooms
  - The following fees are proposed to encourage utilisation of the St Kilda Town Hall:
    - Use of kitchen: transfer the cost for use of the kitchen included in the after-hour rate and separately charge through a new fee (\$500). This reduces the overall hire rate to those not using the kitchen.
    - Hourly rate: The hall hire has change from a daily rate to an hourly rate (minimum of four hours).
    - Security Charges: significant reduction of weekend rates.
    - Duty Officers: Inclusion of two duty officers (previously hirers had to pay extra for the second duty officer) within the venue hire. Additional duty officers (beyond two) would be charged at the relevant rate.
- Urgent land information certificates
  - 2.25 per cent increase.

The fee changes are proposed to commence from 1 September 2020. See section 3 for details.

## Changes to the Council Plan priorities and indicators

### Four-year priorities

- **North Port Oval and Peanut Farm Reserve** - Amend priority to identify completed pavilion and oval upgrades to Peanut Farm Reserve and North Port Oval.
- **South Melbourne Life Saving Club** - Amend priority to identify completed works.
- **Housing Strategy** - Revise priority wording to reflect the Victorian Government is looking at a new Housing Policy and that our policy review will follow.

### Service performance measures

- **Animals re-homed** - Inclusion of new measure as set by Local Government Victoria.
- **Cost per capita of library service** - Change to measure as required by Local Government Victoria from cost per library visit to per capita.
- **Cost of sealed local road resealing (per m<sup>3</sup>)** - Change measurement of sealed local road resealing from cubic metres to tonnes ensuring consistency with our contractor.

# Section 1: Port Phillip Today and Tomorrow

## Our city and our people

The Yalukut Weelam clan of the Boon Wurrung are the first people of the City of Port Phillip, with a continued strong connection to the land. Yalukut Weelam means ‘river home’ or ‘people of the river’ reflecting the original prevalence of wetlands between the Yarra River and the foreshore – a landscape that has altered vastly since European settlement.

Port Phillip is one of the oldest areas of European settlement in Melbourne, known and treasured by many for its urban village feel and artistic expression. It is a city of neighbourhoods, each with its own character, defined by heritage buildings, strip shopping precincts and tree-lined streets.

Port Phillip is one of the smallest municipalities in Victoria, only 21 square kilometres, and the most densely populated with more than twice the population density of the metropolitan Melbourne average.

A popular inner-city area of Melbourne, Port Phillip attracts more than 3.7 million visitors each year (Source: Tourism Research Australia Data (March 2016). Note: Excludes local (Melbourne) visitors.), making it one of the most visited places in metropolitan Melbourne, second only to the central business district. The foreshore that stretches over 11 kilometres, and vast public open spaces, make the City highly desirable to residents and visitors.

As we look to 2050, we know that the world will be different. Our physical environment will be more volatile and hostile, technology will continue to rapidly evolve, and our urban environment will be more dynamic as information becomes more readily available at all times. Our public places and spaces will significantly change and evolve as residential and mixed-use development continues and density increases. Significant population growth is expected over the next 40 years, particularly in the Fishermans Bend renewal area on the northern edge of the City, and in established neighbourhoods like St Kilda Road and South Melbourne.

This plan is shaped by our desire to celebrate our history, protect our character, and encourage inclusion and creativity, while planning for the future of a dynamic and evolving City.

## General statistics about the City of Port Phillip

Population (forecast 2020) is 117,420 people (Source: [Forecast.id](#))

### Age profile:

13% are aged between 0 and 17 years

35% are aged between 18 and 34 years

45% are aged between 35 and 69 years

7% are aged 70 years or more

### Household type:

41% are singles

27% are couples without children

21% are families with children

11% are other household types

### Country of birth:

31% were born overseas:

6% in the United Kingdom

3% in New Zealand

2% in India

### Language spoken at home:

21% of residents speak a language other than English

Top 3 languages spoken at home:

2.6% of residents speak Greek

2.2% of residents speak Mandarin

1.4% of residents speak Italian

### Transport:

27% of residents use public transport to get to work

72% of residents own one or more cars

### Housing:

49% of households rent

38% of households own their own home

5% of households live in social or public housing

### Income:

30% of households have a total weekly household income of greater than \$2,500.

**(Source: ABS Census 2016 unless otherwise indicated)**

## Our health and wellbeing

### Integrating health and wellbeing into the Council Plan

Working at the interface with community, local government is well-positioned to directly influence conditions that enable positive health and wellbeing. We have a legislative responsibility under the *Victorian Public Health and Wellbeing Act 2008* to prepare a *Municipal Public Health and Wellbeing Plan* every four years.

To recognise the important role Council plays in supporting health and wellbeing, we have integrated the planning, implementation and evaluation requirements of the Municipal Public Health and Wellbeing Plan into this Council Plan. Integrating our plans in this way ensures we are working to protect, improve and promote public health and wellbeing in everything we do.

Socio-economic factors, and the natural and built environment impact on health. By working collaboratively with other levels of government, service providers, business and community we can reduce inequalities and optimise the conditions in which people can be healthy. In this way, we hope to provide coordinated, robust and appropriate responses, including:

- supporting the delivery of an integrated transport network that connects people and places
- designing infrastructure that creates a greener, cooler and more liveable city
- advocating for and facilitating partnerships to support delivery of diverse, affordable housing
- developing policies and programs that strengthen the community to prevent crime, injury and ill-health, and foster positive social and health change.

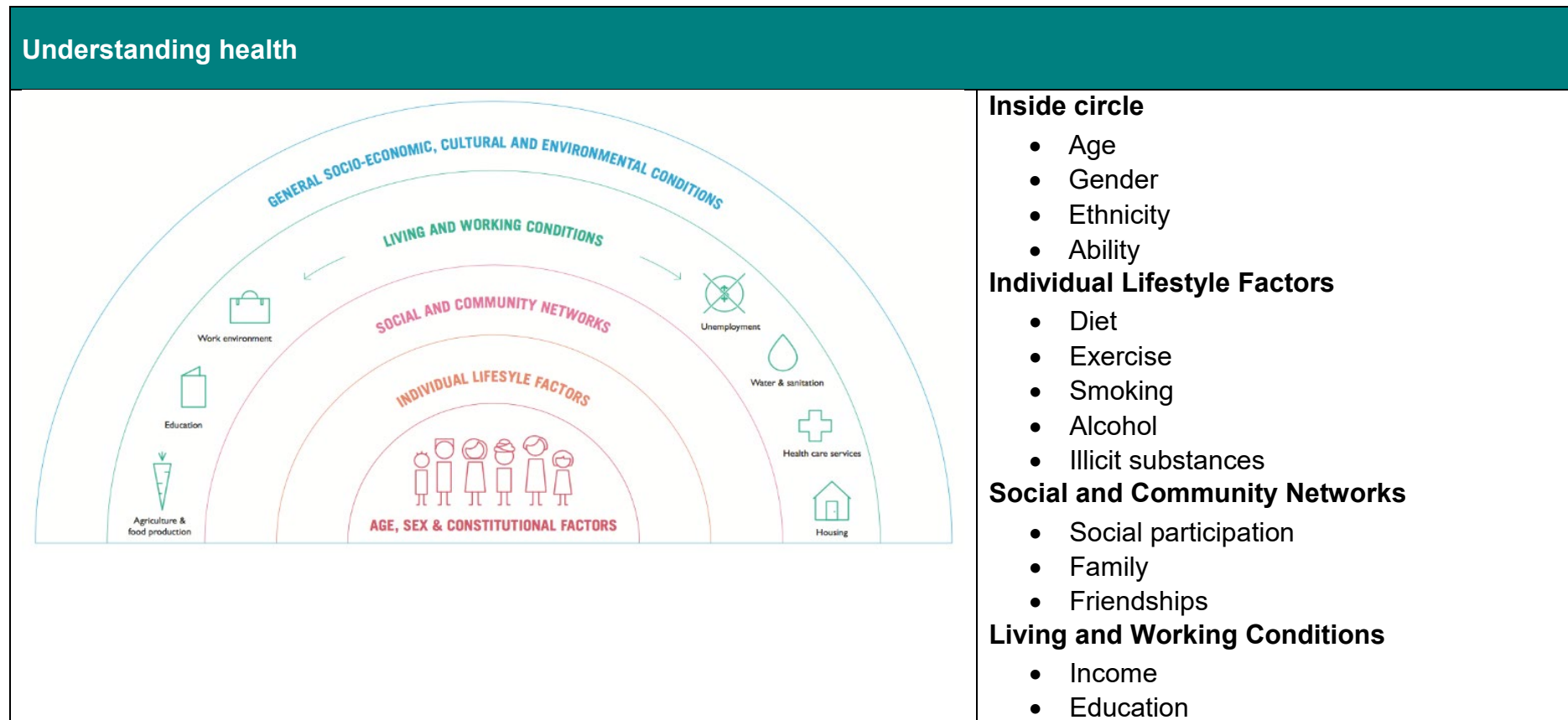
The six strategic directions of this plan have been informed and guided by analysing population health data, community consultation and stakeholder feedback, reviewing international, national, state and local research and policy, and the Victorian Public Health and Wellbeing Plan 2015-2019. This ensures we play our role in achieving the State vision of *“a Victoria free of the avoidable burden of disease and injury, so that all Victorians can enjoy the highest attainable standards of health, wellbeing, and participation at every age”*.

### Understanding health

We have embedded the World Health Organisation definition of health in this plan. That is, *“a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity”*.

To support this holistic view of health and wellbeing we need to understand what influences health outcomes. Influences include biological factors and the conditions in which people are born, grow, live, work, play and age – known as the social determinants of health. The Social Model of Health diagram shows this best, with individuals at the centre. This model guides our efforts and those of our partners to promote conditions that support people to be healthy.

We know that there will always be differences in health status in our community. These differences do not happen by chance. They follow social patterns and a trajectory by which an individual's overall health tends to improve at each step up the economic and social hierarchy. That is why we have a role in working to reduce health and wellbeing inequalities, by committing to prevention and early intervention across the life course and by embedding health equity and social justice principles in everything we do.





## Understanding health

- Housing
- Health services
- Safety
- Transport
- Agriculture and food production
- Water and sanitation

### **General Socio-Economic, Cultural and Environmental Conditions**

- Political landscape
- Built environment
- Social justice
- Health equity

## Port Phillip's health profile

- 7% currently smoke
- 6% eat enough fruit and vegetables
- 59% get enough physical activity
- 38% are pre-obese or obese
- 53% have at least one chronic disease
- rate of sexually transmissible infections is higher than the state average
- each person spends \$50 per week on alcohol and \$297 on pokies annually
- 44% at risk of alcohol-related harm each month and 69% lifetime risk
- rate of criminal offences is nearly 1.5 times state average
- 96% feel safe walking alone during the day and 65% at night
- 1,032 family violence incidents per 100,000 people
- 31% experienced anxiety or depression in their lifetime

- 43% excellent/very good health status (self-reported)

Victorians’ health and wellbeing are high by international standards and significant gains have been made in recent years. The health and wellbeing of the Port Phillip community is similarly relatively high.

Available data shows that we are similar to the Victorian average in terms of general wellbeing, life satisfaction, day time safety, resilience, levels of psychological distress, participation in health screening activities (for example, blood pressure check), neighbourhood cohesion, social trust, willingness to intervene in a situation of family violence, and fruit, vegetable and water consumption.

Our community has some more favourable outcomes than the Victorian average, such as levels of physical activity and obesity, smoking rates, income and socioeconomic indicators, and some chronic diseases. Port Phillip also has higher than average levels of gender equity awareness, which contributes to lower rates of family violence. Our efforts in these aspects of health and wellbeing must continue to maintain these positive outcomes.

However, we also experience less favourable outcomes. Areas of concern include use of alcohol and illicit drugs, crime, sedentary work behaviours, housing affordability, people experiencing homelessness, and sexually transmittable infections.

This plan seeks to understand the complexities of these outcomes and identify how we can work together with our partners to improve our health and wellbeing.

Favourable health outcomes	Unfavourable health outcomes
<ul style="list-style-type: none"> <li>• Almost two-thirds of Port Phillip residents feel safe walking alone in their local area after dark, which is higher than the state average.</li> </ul>	<ul style="list-style-type: none"> <li>• The rate of criminal offences is among the highest in the state.</li> </ul>
<ul style="list-style-type: none"> <li>• The percentage of people who do not meet physical activity guidelines is the lowest in the state.</li> </ul>	<ul style="list-style-type: none"> <li>• We have significantly higher levels of time spent sitting on a usual work day than the state average.</li> </ul>
<ul style="list-style-type: none"> <li>• Port Phillip residents eat significantly more serves of vegetables per day than the state average.</li> </ul>	<ul style="list-style-type: none"> <li>• We have significantly greater number of residents identified as being at risk of short-term harm from alcohol, and the number of people identified as being at very high risk of</li> </ul>

Favourable health outcomes	Unfavourable health outcomes
	short-term harm is the highest in the state.
<ul style="list-style-type: none"> <li>The rate of reported obesity is the lowest in the state.</li> </ul>	<ul style="list-style-type: none"> <li>We have significantly greater number of residents who agree that getting drunk every now and then is okay.</li> </ul>
<ul style="list-style-type: none"> <li>Our smoking rate is significantly lower than the state average.</li> </ul>	<ul style="list-style-type: none"> <li>We have significantly higher rates of alcohol related ambulance attendances, hospitalisation, emergency department presentations and assault, including the highest rate of male alcohol-related hospitalisations in the state.</li> </ul>
<ul style="list-style-type: none"> <li>The percentage of people who believe multiculturalism makes life better is among the highest in the state.</li> </ul>	<ul style="list-style-type: none"> <li>We have significantly higher rate of pharmaceutical related ambulance attendances.</li> </ul>
<ul style="list-style-type: none"> <li>The median household income is among the highest in the state and the percentage of people with income less than \$400 per week is the lowest in the state.</li> </ul>	<ul style="list-style-type: none"> <li>We have significantly higher rates of illicit drug related ambulance attendances (in particular for amphetamines, meth-amphetamines and ecstasy) and the highest hospitalisation rate in the state.</li> </ul>
<ul style="list-style-type: none"> <li>The percentages of households with mortgage stress and rental stress are among the lowest in the state.</li> </ul>	<ul style="list-style-type: none"> <li>The percentage of people who feel they are able to get help from neighbours is among the lowest in the state.</li> </ul>
<ul style="list-style-type: none"> <li>The percentage of social housing is among the highest in the state.</li> </ul>	<ul style="list-style-type: none"> <li>The median weekly rent for a three-bedroom home is the highest in the state and the median house price is among the highest in the state.</li> </ul>
<ul style="list-style-type: none"> <li>Use of public transport to get to work is one of the highest in the state.</li> </ul>	<ul style="list-style-type: none"> <li>The estimated rate of homeless people per 1,000 population is the third highest in the state.</li> </ul>
<ul style="list-style-type: none"> <li>The percentage of people reporting arthritis is the lowest in the state, and the percentages reporting type two diabetes and high blood pressure are among the lowest.</li> </ul>	<ul style="list-style-type: none"> <li>We have higher rates of sexually transmissible infections.</li> </ul>

<b>Favourable health outcomes</b>	<b>Unfavourable health outcomes</b>
<ul style="list-style-type: none"><li>• Infant breastfeeding rates are among the highest in the state.</li></ul>	
<ul style="list-style-type: none"><li>• The percentage of children with speech or language problems at school entry is among the lowest in the state.</li></ul>	

## Our challenges

We have identified seven significant, long-term challenges facing our City, that we have considered when developing this long-term plan:

- Climate Change
- Population growth
- Urbanisation
- Transport and parking
- Legislative and policy influence
- Changing economic conditions
- Rapid evolution of technology.

How we respond to these challenges impacts the liveability of our City, and the health of our community and has shaped this plan and the services we provide.

### Climate change

Port Phillip is already experiencing the impacts of climate change, including temperature increases (of between 1.2 and 1.4 degrees since 1950), lower than average rainfall (a decrease of between 100 and 200 millimetres since 1950), more flooding, sea level rise (of between 0.08 to 0.20 metres above the 1986-2005 level), and a notable increase in the number of days over 35 degrees. (Source: [Climate Ready Victoria: Greater Melbourne, November 2015](#), State of Victoria Department of Environment, Land, Water and Planning)

Our City is Melbourne's playground. The beach lifestyle and coastal activities are very attractive and important to the health and enjoyment of residents and visitors. However, Port Phillip is built on reclaimed land to the south and north. Much of the City is only one to three metres above sea level and coastal areas are exposed to the impacts of climate change, especially flooding and erosion. Port Phillip is located at the bottom of the Elster Creek and Yarra River catchments, requiring a regional 'whole-of-catchment' partnership approach to enable both proactive and emergency flood management responses.

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. For example, those experiencing health or housing crises will be more vulnerable to periods of extreme heat or cold.

This will have an impact on Council services. Assets may be unable to provide the same level of service to the community. In particular, drainage (currently beyond capacity) and Council facilities may become cost-prohibitive to operate if they are not developed to the required sustainable design standards.

Greenhouse gas emissions reduction is one important way to address climate change and avoid dangerous temperature increases. Ninety-nine per cent of Port Phillip emissions are community generated, and these are increasing as our City grows and reliance on car travel continues.

### **Population growth (Source: [Forecast.id](#) unless otherwise stated)**

Port Phillip's population is expected to grow to more than 176,816 people by 2041, a significant 59 per cent increase from the 2017 estimate of 110,942 people. Over the life of this plan, our population is expected to grow by 23 per cent to 136,140.

Our worker population will also rise dramatically. Fishermans Bend is expected to cater for 80,000 jobs by 2050, with just over half of these jobs (34,000) projected to be within Port Phillip. Adjacent municipalities are also expected to grow significantly. The population of the City of Melbourne is projected to double over the next 30 years. (Source: [Fishermans Bend: Population & Demographics](#), September 2016, State of Victoria Department of Environment, Land, Water and Planning)

Growth will not be uniform across our City. The St Kilda Road, Sandridge / Wirraway and Montague neighbourhoods are projected to grow significantly. Other established neighbourhoods will experience lower population growth.

In 2041, the population will continue to be highly mobile and dominated by 25-39-year-old people, but with an increasing number of older people. The forecast median age for the Fishermans Bend suburbs (Montague, Sandridge / Wirraway) is 32 and 29 years of age respectively. Our community will likely be more diverse, as the number of people born overseas grows. More than two-thirds of our households will be single person or couples without children.

Population growth and associated demographic and socio-economic shifts will increase demand for all Council services and amenities. Health inequities and wealth disparity may be exacerbated if people find it difficult to access programs, services and

amenities that support health and wellbeing. Coupled with the increasing cost of providing services, increasing demand will stretch services and infrastructure. Achieving a balance between the economic benefits of tourism and thriving entertainment and shopping precincts and minimising social harm and protecting residential amenity may become more challenging.

## Transport and parking

Integrated transport infrastructure and services support healthy behaviours including safe walking, bike riding and use of public transport, and enjoyment of entertainment precincts, parks and open spaces.

Road network congestion and overcrowding on public transport will continue to be an issue as our population grows. The road network for cars is at capacity and cannot be increased. The Victorian Government is prioritising more efficient and sustainable modes like trams, walking and bike riding. So, we can expect that, in real terms, road network capacity for private cars is likely to remain static or decrease over time.

Managing on-street car parking for different users – residents, workers and visitors – is also an ongoing challenge. In many parts of the City, demand for parking outstrips supply, and decisions will need to be made about how to best manage the use of this shrinking resource.

Managing congestion as our City grows will only be possible by enabling people to travel by non-car modes. This will require increased investment in walking and bike riding infrastructure, behaviour change initiatives, and partnerships with the Victorian Government to deliver ‘place and movement’ projects that invest in our public spaces and increase public transport service levels, capacity and accessibility.

Traffic and parking congestion have a significant impact on our environment and health and compromises the liveability of our City. Without safe and accessible transport, some people will be constrained in their ability to stay connected and participate in important aspects of community life, like work, exercise, visiting friends and family, and accessing services and programs.

Increases in car trips cannot easily be accommodated, especially during peak travel times. It is expected that in response there will need to be a real boost in bike riding alongside a continuing shift to public transport and walking travel, where these alternatives are safe, direct and convenient.

It will be important to ensure our public spaces are places for people, accessible by walking and riding a bike, and offer opportunities to be healthy. Learning from European cities, early planning for high capacity bike parking across the City will be required, with the new ANZAC station presenting a significant opportunity.

## Urbanisation

Population growth will drive an increase in urban density. Fishermans Bend will make a significant contribution to housing growth, with new high-density neighbourhoods. The density of established areas across the City will also increase, with the St Kilda/St Kilda West and St Kilda Road neighbourhoods accounting for more than half of the projected housing growth outside Fishermans Bend over the next 20 years.

We will see more medium to high density residential development and continued pressure to convert commercial areas to residential use. If not carefully managed, this could pose a threat to neighbourhood character and heritage.

Compact cities enable more people to be connected to the things they need to be healthy, like public transport, employment, education and services. However, urban environments increase exposure to pollution and traffic accidents, and reduce access to nature and green open spaces. Maintaining liveability in a higher density city will take concerted effort.

Demand for inner city housing increases price and can constrain socioeconomic and demographic diversity. Higher density, mixed use development means that we are fast becoming a 24-hour city. The ever-growing night time economy, and social issues like drug and alcohol abuse and family violence, become more visible and intensified in urban areas.

With increasing density and vertical living, more people will use our parks, villages, roads and footpaths, beaches and public transport. Improving travel choices and access to high frequency public transport will ensure liveability for residents, workers and visitors.

Our public spaces and waterfront will need to be welcoming to all and cater for different and increased use as they become residents' 'backyards'.

Our neighbourhoods will need to be safe and walkable, with good access to shops and flexible community spaces, and have a balance of residential and business use so we can reap the benefits of a vibrant 'mixed use' City and support healthy, active and connected communities.



Housing affordability will continue to be a concern. Housing costs in Port Phillip are twice the Melbourne average and most low and moderate income households find buying a home and private rentals increasingly unaffordable.

### **Changing economic conditions**

Port Phillip's economy was close to \$12 billion in 2015, contributing 4.2 per cent of the greater Melbourne economy. Our economy grew significantly in the early 2000s, and slowed over the last 10 years, but we experienced 2.9 per cent growth in Gross Regional Product, which is the market value of all final goods and services, between 2013 and 2015.

In recent years, we have experienced some growth in the number of businesses and jobs - particularly in construction, manufacturing and some services. We have a higher than average proportion of professional, scientific and technical services (23.6 per cent compared to 9.1 per cent in Victoria), arts and recreation services (2.8 per cent compared to 1.6 per cent) and information media and telecommunications (4 per cent compared to 2.2 per cent). The South Melbourne precinct has one of the highest concentrations of creative industries in Australia. Despite this, 75 per cent of our working population leave the area for work.

The Port Phillip neighbourhoods in Fishermans Bend are currently home to over 750 businesses and approximately 12,000 workers. The transition of Fishermans Bend to a mixed-use community will have a significant impact on the number and type of businesses and jobs in that area.

Our people can expect to spend more time travelling to work outside of the City. We may also continue to experience a change in the nature of our business community as high rental prices put pressure on smaller businesses.

Socioeconomic factors have a significant impact on health and wellbeing. The spectrum of people considered vulnerable is widening due to increased costs of living, rental and property costs, social exclusion and health inequity. More than 8,000 residents are living in housing stress and 2,500 residents are on the public housing waiting list (excluding local community housing waiting lists). In the last two years, we have seen an increase of 104 per cent in the number of calls received about people sleeping rough in public places. We expect to observe ever-increasing vulnerability in our community.

### **Legislative and policy influence**

All Victorian councils operate in a complex legislative and policy environment that includes many Acts of Parliament and Regulations. The key Act (the Local Government Act 1989) is under review.

Government funding is being reduced or withdrawn from several sectors, placing additional expectation on local government to fill the gap. This trend of government cost shifting, along with increased compliance, will likely continue. Large-scale sector reforms will exacerbate this challenge, requiring service model changes that may impact on those in our community with the most complex needs.

In addition, the cap on rate increases means local government's ability to control revenue is constrained. As a result, we are experiencing increased strain on our financial sustainability. The cap on rate increases is forecast to impact our bottom line by \$14 million over the next 10 years if we don't make changes to the way we operate. Difficult decisions will need to be made about our services, investments and assets to ensure the health and wellbeing of our people and places within these fiscal constraints.

## Our strategic directions

We will deliver the vision for Port Phillip through six directions. This plan is structured around these directions and the outcomes for the health and wellbeing of our people and places that we want to see by 2027.



## **How this plan responds to our community**

The table that follows shows how this plan responds to our identified emerging health issues and the Victorian Public Health and Wellbeing Plan 2015-19.

There are four emerging health issues for Port Phillip. We determined these by analysing population health data and identifying priorities, and then assessing what impact we can have on the issue.

1. Housing and homelessness.	2. Social inclusion and diversity. Including social network and mental health (prevalence of and lifestyle risk factors).	3. Safety. Including crime, alcohol, illicit and pharmaceutical drugs and family violence.	4. Access to information and services. Including health services, maternal and child health, sexual and reproductive health, preventative action, health status, and prevalence of illness and disease.
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<b>Our direction</b>	<b>Outcomes by 2027</b>	<b>Emerging health issues that will be addressed</b>	<b>State health priorities that will be addressed</b>
1: We embrace difference, and people belong	1.1 A safe and active community with strong social connections	Social inclusion and diversity Safety	Reducing harmful alcohol and drug use Preventing violence and injury
	1.2 An increase in affordable housing	Housing and homelessness	Improving mental health
	1.3 Access to services that support the health and wellbeing of our growing community	Access to information and services	All
	1.4 Community diversity is valued and celebrated	Social inclusion and diversity	Improving mental health
2: We are connected and it's easy to move around	2.1 An integrated transport network that connects people and places	Access to information and services	Healthier eating and active living

<b>Our direction</b>	<b>Outcomes by 2027</b>	<b>Emerging health issues that will be addressed</b>	<b>State health priorities that will be addressed</b>
	2.2 Demand for parking and car travel is moderated as our City grows	Social inclusion and diversity	Preventing violence and injury
	2.3 Our streets and places are designed for people	Safety	
3: We have smart solutions for a sustainable future	3.1 A greener, cooler and more liveable City	Access to information and services	Healthier eating and active living
	3.2 A City with lower carbon emissions	Housing and homelessness	Improving mental health
	3.3 A City that is adapting and resilient to climate change		
	3.4 A water sensitive City		
	3.5 A sustained reduction in waste		
4: We are growing and keeping our character	4.1 Liveability in a high-density City	Housing and homelessness	Healthier eating and active living
	4.2 A City of diverse and distinctive neighbourhoods and places	Access to information and services	Improving mental health
		Social inclusion and diversity	Reducing harmful alcohol and drug use
		Safety	

<b>Our direction</b>	<b>Outcomes by 2027</b>	<b>Emerging health issues that will be addressed</b>	<b>State health priorities that will be addressed</b>
5: We thrive by harnessing creativity	5.1 A City of dynamic and distinctive retail precincts	Access to information and services	Reducing harmful alcohol and drug use
	5.2A prosperous City that connects and grows business	Safety	Preventing violence and injury
	5.3A City where arts, culture and creative expression is part of everyday life	Social inclusion and diversity	Improving mental health
6: Our commitment to you	6.1 A financially sustainable, high performing, well governed organisation that puts the community first	Social inclusion and diversity	All
		Access to information and services	

## How the community helped shape this plan

Your views and aspirations for the City continue to be important contributions to this plan.

Our plan was developed in early 2017 and was informed by a comprehensive community engagement program asking for your feedback on how to tackle some of the challenges we face and what you value most about the City.

Community engagement was widely promoted through a range of channels, including Council and library websites, social media, advertisements in local newspapers, and email updates to community networks. Postcards were distributed in town halls, libraries, shopping precincts, markets, childcare centres, community centres and other sites across the City. Community ideas and feedback were captured through:

- community surveys

- an avatar survey identifying community personas
- pop-up conversations between the community and Councillors
- targeted focus groups
- stakeholder meetings
- online discussion forums
- special focus workshops to explore particularly significant challenges like transport, parking and managing waste.

Tailored conversations and activities ensured that a range of groups were involved (including some that are typically harder to reach), such as Indigenous, culturally and linguistically diverse and faith-based communities, older people, youth and children. We used several methods, including facilitated focus group conversations, interpreters to assist with completing the community surveys, and translated feedback forms in Greek, Polish and Russian. A large print survey was provided to community members on request, to ensure the engagement was accessible and everyone had an opportunity to contribute their ideas.

We engaged community researchers to conduct surveys that were inclusive of all members of our community, to extend our reach to people who do not typically engage with Council. Community researchers are graduates of the *Voices of the South Side* program that provides public speaking, advocacy, research, communication and teamwork skills to people who live in social and public housing in Port Phillip.

Survey questions and prompts emphasised the central role that local government plays in creating communities and environments in which people can thrive. We know we have influence over some of the most powerful contributors to health and wellbeing, like employment, social support, land-use planning, transport and access to cultural activities, so we are ideally placed to have a profound impact on the quality of life of our community.

We received more than 2,000 pieces of feedback and reached 450 people through the tailored engagement with harder to reach groups in our community. 125 groups and individuals made a submission to the draft Plan when it was released in April 2017.

Since the plan was adopted in June 2017, we have continued to have ongoing conversations about how to tackle the challenges and opportunities facing our city and how to support the health and wellbeing of our community. In April 2018 we released our proposed amendments to the plan, including a draft budget for 2018/19, as well as the draft Sustainable Environment and draft Creative and Prosperous City strategies and asked for your feedback. We received 41 submissions raising more than 90 topics including arts and cultural funding, transport and parking management, children's services and sustainability.



Since the adoption of the Council Plan in June 2018, we've engaged deeply on our transport challenges and opportunities and engaged with our key partners and communities on how we can tackle the challenges associated with the impacts of waste. The Integrated Transport and Waste strategies were adopted on 20 September and this Council Plan has been updated to reflect the longer-term outcomes identified in those documents

More recently we hosted several neighbourhood-based pop-up conversations between February and March 2020 at venues and local markets around the municipality, supported by an online survey, on significant changes in the waste and recycling industries and the increasing cost of managing waste - at a much higher rate than our annual rate-capped revenue – and the need to find ways to deliver waste services to our community that meet rising industry costs and help us meet our environmental targets. We received 301 responses with good representation from participants based on gender and age ranges. Of the 301 community members who participated:

- 282 (94 per cent) were willing to supporting Council trialling new approaches and services to reduce recycling contamination and improve how we're managing waste.
- 256 (85 per cent) supported FOGO and/or separated glass being introduced permanently, 25 supported other services and 20 supported no services.
- 166 (55 per cent) preferred a Waste and Amenity Levy to fund the increasing costs, while 44 (15 per cent) preferred service reductions. Another 89 responses preferred other funding mechanisms such as use of efficiency savings or neither a levy or a reduction in services (i.e. a non-specific response).

Notwithstanding that there is some community support for a waste and amenity levy to support funding increasing cost of managing waste, the draft Budget 2020/21 does not propose a levy to partially or fully fund waste (including recycling) and amenity services. Council noted on 6 May 2020 that to fully address the rates cap challenge over the long-term, it will require the consideration of a waste and amenity levy by a future Council and/or significant further reductions in other services to maintain financial sustainability.

Between Wednesday 20 May to Tuesday 26 May 2020, we engaged the community, through hosted online chat forums, on a selection of service level reduction proposals to assist in bridging the funding gap:

- Discontinuing pressure washing service for activity centres;
- Reducing Council maintenance of VicRoads assets;
- Reducing ASSIST Counter Service at Port Melbourne and South Melbourne town halls;

- Discontinuing funding for South Port Community Legal Service;
- Discontinuing Divercity as a print publication and moving to an online version;
- Maintaining annual Community Grants program at \$280,000 and discontinuing 'quick response' Neighbourhood Grants program;

The level of community engagement is summarised in the following table

Forum topic	Page views	Page visitors	Number of forum comments from community	Poll contributions	% in favour of proposal
Pressure Washing	231	210	15	42	76%
VicRoads assets	203	174	14	30	47%
ASSIST counter hours	241	197	14	44	68%
Southport Community Legal Centre	1587	1208	147	351	6%
Divercity Magazine	263	230	28	60	94%
Community and Neighbourhood Grants	484	375	30	46	59%

In response to the community feedback, Council has included in the draft Budget 2020 the above service level reductions from 1 July 2020 apart from:

- the proposal to discontinue funding for South Port Community Legal Service. The funding for this service has been be incorporated into the draft Budget 2020/21.
- the proposal to discontinue the 'quick response' Neighbourhood Grants program. Instead the Council Plan includes a suspension of this initiative for one-year, reinstating funding from 2021/22.

There are a number of changes included with in this updated Council Plan and draft Budget 2020/21 that we are engaging with (see the section “Changes to this plan”).

## What our communities value

What our communities value	How this plan responds	The plan identifies priorities that will deliver:	Highlights of the plan include:
<p>1.</p> <p><b>Supportive City for all</b></p> <p>There is a desire to support all people in the community, including those who are most vulnerable and from diverse backgrounds, and to invest in supporting healthy living and community wellbeing for people of all ages, abilities and life stages. Council's role in developing community capacity was emphasised.</p>	<p><b>Direction 1</b></p> <p><b>We embrace difference, and people belong</b></p>	<p>An active and well-connected community, with access to services that enhance health and wellbeing. An increase in affordable housing, services targeted at supporting community members experiencing vulnerability, and programs and events that celebrate and are inclusive of our diverse cultural communities.</p>	<p>Major upgrades to sporting and community facilities, investing in delivering new affordable housing projects by partnering with housing organisations, and ensuring our services meet the needs of our rapidly growing community.</p>
<p>2.</p> <p><b>Transport choice and parking management</b></p> <p>Improving transport, traffic management and parking management is one of the City's greatest challenges. Our community wants a city that makes it easier and more enjoyable to walk, bike ride or use public transport. There are wide ranging views about how to manage parking.</p>	<p><b>Direction 2</b></p> <p><b>We are connected and it's easy to move around</b></p>	<p>A transport network offering real travel choices, an improved framework for managing our limited parking supply, and streets that are designed for healthy people, not cars.</p>	<p>Developing an Integrated Transport Strategy, investing in improving pedestrian safety and the continuity of our bike routes, and advocacy to address gaps in the public transport network, including a high frequency tram connection to Fishermans Bend.</p>
<p>3.</p> <p><b>Creating a sustainable city and managing climate change</b></p> <p>Reducing greenhouse gas emissions and managing a changing climate are considered key challenges. Ensuring an environmentally sustainable City is considered important.</p>	<p><b>Direction 3</b></p> <p><b>We have smart solutions for a sustainable future</b></p>	<p>A cooler city through greening our buildings and streets. A city that has reduced waste going to landfill and increased the use of renewable energy sources. A city and community that has adapted for climate change and reduced the risk of flooding.</p>	<p>Developing a Sustainable City Community Action Plan and a new Sustainability Strategy Beyond 2020. Investing in stormwater harvesting, solar energy, waste service innovation and the EcoCentre.</p>

What our communities value	How this plan responds	The plan identifies priorities that will deliver:	Highlights of the plan include:
<p>4.</p> <p><b>Sense of place and community</b></p> <p>Our communities value the places where they live, including beaches, parks and gardens. Clean, safe, and inviting streets, spaces and amenities are important to our community now and in the future. Protecting heritage and iconic buildings is also considered important.</p> <p><b>Developing our neighbourhoods in a balanced way</b></p> <p>How our neighbourhoods can provide for growth, and maintain character is considered a challenge for the City.</p>	<p><b>Direction 4</b></p> <p><b>We are growing and keeping our character</b></p>	<p>Liveability as the City grows and urban density increases, by ensuring high quality buildings contribute to safe, lively streets, and enhanced public spaces to cater for increased demand. Protection of the City's valued heritage places and 10-minute neighbourhoods to reinforce the sense of place.</p>	<p>Reviewing planning policy to effectively manage urban growth, strengthening heritage controls and developing a new Public Spaces Strategy. Working in partnership with the Victorian Government to develop a robust planning framework and precinct plans for Fishermans Bend to ensure a world class renewal area.</p>
<p>5.</p> <p><b>Creativity and diversity of the City</b></p> <p>The culture and vibrancy of Port Phillip is highly regarded and considered part of what makes the City unique.</p> <p><b>Balancing activation with protecting local amenity</b></p> <p>Supporting businesses and activating shopping strips is seen as an opportunity. Events, festivals and attractions that bring people to the City need to be managed in a way that protects local amenity.</p>	<p><b>Direction 5</b></p> <p><b>We thrive by harnessing creativity</b></p>	<p>A city where arts, culture and creative expression is part of everyday life, our creative industries cluster has grown, and thriving retail centres are a focal point for local communities and business.</p>	<p>Investing in retail precincts to improve accessibility and facilitating renewal. Developing a Creative and Prosperous City Strategy and transforming our libraries as creative and learning spaces.</p>

A full summary of the feedback received is available at [haveyoursay.portphillip.vic.gov.au](https://haveyoursay.portphillip.vic.gov.au).

## Strategic direction 1: We embrace difference, and people belong.

### What we want to see by 2027

1.1 A safe and active community with strong social connections

- 1.2 An increase in affordable housing
- 1.3 Access to services that support the health and wellbeing of our growing community
- 1.4 Community diversity is valued and celebrated

## How we will measure progress

Outcome indicators	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2020/21 target	2026/27 target
Residents that agree Port Phillip is a welcoming and supportive community for everyone	93%	94%	93%	92%	≥95%	≥95%
Social housing as a percentage of housing stock <sup>6</sup>	7.2%	7.1%	6.9%	No data	≥7.2%	≥7.2%
Wellbeing index <sup>7</sup>	77.5	No data	No data	No data	≥77.5	≥77.5

<sup>6</sup> Average 92 new dwellings per year required to maintain performance

<sup>7</sup> VicHealth Indicators Survey self-reported index, available every four years

## We embrace difference, and people belong

- 1.1 A safe and active community with strong social connections

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Providing access to flexible, multi-purpose facilities that support participation in community life through sport, recreation and life-long learning.</p> <p>B Supporting programs that create social connections and strengthen community networks.</p> <p>C Building community capacity by harnessing the knowledge, expertise and spirit within our community.</p>	<ul style="list-style-type: none"> <li>• Plan and deliver a long-term program of sports field and pavilion upgrades to enhance capacity and broaden community participation in sport and recreation including JL Murphy Reserve, RF Julier Reserve, Lagoon Reserve, North Port Oval (<b>oval resurfacing and removal of fencing and seating completed 2019</b>), and Peanut Farm Reserve (<b>completed 2019</b>).</li> <li>• Redevelop the South Melbourne Life Saving Club to provide contemporary clubhouse facilities and public amenities (<b>completed 2019</b>).</li> <li>• Invest in a long-term program of community facility upgrades to ensure they are fit for purpose and meet current and future community needs.</li> <li>• Establish outdoor gyms and fitness stations in open space and continue to upgrade recreation reserves and skate parks to facilitate an active, healthy community.</li> </ul>

We will work towards this outcome by:	Our priorities for the next four years:
	<ul style="list-style-type: none"> <li>• Deliver community strengthening programs that harness community knowledge and expertise to support leadership, learning and volunteering, improve safety and foster positive social and health outcomes.</li> <li>• Implement a whole of Council and community approach to preventing and responding to family violence.</li> <li>• Collaborate with partners to understand and minimise the harms associated with alcohol and drug use.</li> <li>• Provide funding to groups and organisations that support local networks, encourage community participation and support access and inclusion.</li> </ul>

### 1.2 An increase in affordable housing

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Pursuing new, sustainable funding streams to significantly increase the supply of social housing.</p> <p>B Establishing and facilitating partnerships to support diverse and innovative new affordable housing projects and reduce the risk of homelessness.</p>	<ul style="list-style-type: none"> <li>• Implement In Our Backyard – Growing Affordable Housing in Port Phillip 2015-2025 to increase the supply and diversity of affordable housing aligned to priority local needs – low income families, older people, key workers, and single people at greatest risk of homelessness.</li> <li>• Review and implement the Homelessness Action Strategy 2015-2020 and provide support for people experiencing homelessness to access suitable housing.</li> <li>• Use Council property assets (land and air space contributions) and cash contributions to facilitate delivery of new community housing units by local housing organisations, including progressing development of 46-58 Marlborough Street, Balaclava.</li> <li>• Work with the Victorian Government and local community housing organisations to optimise benefits from existing social housing sites, through increased yield, quality and housing type, aligned to local needs.</li> <li>• Facilitate partnerships between the community housing, private and philanthropic sectors that fund and deliver new housing projects, including in Fishermans Bend.</li> </ul>

### 1.3 Access to services that support the health and wellbeing of our growing community

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Facilitating access to relevant services that cater for all ages and life stages.</p> <p>B Supporting co-located and integrated services, and shared use arrangements, to improve access for all.</p> <p>C Exploring partnerships and innovative ways of delivering services.</p> <p>D Pursuing universal accessibility for people with disabilities, children and older people.</p>	<ul style="list-style-type: none"> <li>• Deliver new community spaces as part of the integrated Ferrars Street Education and Community Precinct at Fishermans Bend – <b>Completed in 2018</b></li> <li>• Implement outcomes from reviewing Council's role in aged care and disability support services, in the context of national sector reforms and with the aim of facilitating continued access to relevant, quality services.</li> <li>• Review and implement agreed changes to Children's services on Council's future role in early childhood education and care.</li> <li>• Explore new models of providing services and advocate to ensure the right mix and level of services to improve access and health equity for our communities.</li> <li>• Implement improvements to maternal and child health services and family support services that respond to growing and changing demands.</li> <li>• Investigate the feasibility of a dedicated youth space, including through potential partnership arrangements.</li> <li>• Collaborate with partners and service providers to undertake neighbourhood planning and delivery of community infrastructure, services, programs and outreach that promote health and social inclusion and are aligned to community needs.</li> <li>• Review and implement the City of Port Phillip Access Plan to support universal access, and implement accessibility improvements to council buildings, streets and public spaces, including the beach.</li> <li>• Provide funding to community organisations and service providers to ensure access to relevant services and programs.</li> </ul>

#### 1.4 Community diversity is valued and celebrated

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Supporting programs and events that engage, honour and are inclusive of our diverse social and cultural communities.</p> <p>B Targeting services and building community capacity to support</p>	<ul style="list-style-type: none"> <li>• Establish the Pride Centre in St Kilda.</li> <li>• Work with the Port Phillip Health and Wellbeing Alliance, Youth Advisory Committee, Older Persons Consultative Committee, Access Network, Multicultural Forum and Multifaith Network to develop policy, services and infrastructure that best meet diverse community needs.</li> </ul>

We will work towards this outcome by:	Our priorities for the next four years:
<p>vulnerable members of our community, emphasising prevention and early intervention.</p> <p>C Protecting and promoting Aboriginal culture and heritage, and continuing reconciliation with our Indigenous community.</p>	<ul style="list-style-type: none"> <li>• Continue delivery of programs and events that celebrate our diverse communities, including multicultural and multifaith events, senior events, and the Pride March.</li> <li>• Review the Social Justice Charter in the broader context of a commitment to corporate responsibility.</li> <li>• Retain Council's Access and Ageing Department Rainbow Tick accreditation to ensure LGBTIQ inclusive service delivery – <b>Completed in 2017</b></li> <li>• Implement our second Reconciliation Action Plan 2017-2019, including the Aboriginal and Torres Strait Islander employment policy, and update the Aboriginal and Torres Strait Islander Arts Plan.</li> </ul>

### This direction is supported by:

Instrument	Description
Advocacy priorities	<p>Advocate to the Victorian Government:</p> <ul style="list-style-type: none"> <li>• for an affordable housing target in Fishermans Bend</li> <li>• to introduce 'Inclusionary Zoning' to deliver affordable and social housing through private sector development</li> <li>• for improved public and social housing, and better standards for boarding and rooming houses, to improve safety, amenity and privacy of residents</li> <li>• to improve access to education and additional schools in Port Phillip.</li> </ul> <p>Advocate to the Federal Government for funded support and tax reform that addresses housing affordability.</p>
Engagement and partnership priorities	<p>Ongoing collaboration with partners to the Health and Wellbeing Alliance.</p> <p>Suai Covalima Timor Leste Partnership.</p> <p>Work in partnership with Victoria Police, the community and local service agencies to improve community safety.</p> <p>Work with new and current partners to monitor and respond to health and social change through research and evidence-based policy.</p> <p>Work with academic partners to undertake place-based evaluations of health outcomes.</p> <p>Work with inner Melbourne councils to collaborate on regional sport and recreational planning and delivery.</p>
Strategies, policy and plans. These are mapped to the	<p>Access Plan 2019-21</p> <p>Childcare Policy 2018 (Interim Policy)</p>



Instrument	Description
direction they primarily contribute to. Some strategies, plans and policies will contribute to multiple directions.	Child Safe Policy Disability Policy 2011 Family, Youth and Children Collaborative Practice Framework 2016 Family, Youth and Children Strategy 2014-2019 Friends of Suai Strategic Plan 2010-2020 Health and Wellbeing Implementation Plan Homelessness Action Strategy 2015-2020 In Our Backyard – Growing Affordable Housing in Port Phillip 2015-2025 Middle Years Commitment and Action Plan 2014-2019 Protocol for Assisting People Who Sleep Rough 2012 Reconciliation Action Plan 2017 Social Justice Charter 2013 Sport and Recreation Strategy and Implementation Plan 2015-2024 Youth Commitment and Action Plan 2014-2019

### Key projects that will be underway by 2027:

Service	Project	Cost (2017/18 to 2020/21)	Council's role	2017/18	2018/19	2019/20	2020/21	2020/21-26/27
Affordable housing and homelessness	In Our Backyard Strategy Implementation. *	\$505,000	Partner	Ongoing	Ongoing	Ongoing	Ongoing	Finish
Ageing and accessibility	Aged Care Transition Service Review	\$285,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Finish
Children	Bubup Nairm Non-Compliance Works	\$788,000	Deliver	Finish	n/a	n/a	n/a	n/a
	Children's Centres Improvement Program	\$0	Deliver	n/a	n/a	n/a	Start	Ongoing

Service	Project	Cost (2017/18 to 2020/21)	Council's role	2017/18	2018/19	2019/20	2020/21	2020/21- 26/27
	Children's Services Policy Development	\$723,000	Deliver	Start	Ongoing	Finish	n/a	n/a
Community programs and facilities	Ferrars Street Education and Community Precinct Community Facilities and Netball Courts. *	\$2,826,000	Fund	Ongoing	Finish	n/a	n/a	n/a
	Health and Wellbeing Strategy Implementation	\$294,000	Deliver/ Partner	n/a	Start	Ongoing	Ongoing	Finish
	Liardet Street Community Centre	\$492,000	Deliver	Finish	n/a	n/a	n/a	n/a
	Pride Centre Implementation	\$16,000	Partner	Finish	n/a	n/a	n/a	n/a
	South Melbourne Community Centre	\$717,000	Deliver	Start	Finish	n/a	n/a	n/a
Families and young people	Adventure Playgrounds Upgrade	\$252,000	Deliver	n/a	Start	Ongoing	Ongoing	Finish
Recreation	JL Murphy Reserve Pavilion Upgrade. *	\$4,830,000	Deliver	Start	Ongoing	Finish	n/a	n/a
	Julier Reserve Pavilion Upgrade	\$350,000	Deliver	n/a	n/a	Start	Ongoing	Finish
	Lagoon Reserve Sport Field and Pavilion Upgrade	\$250,000	Deliver	n/a	n/a	Start	Ongoing	Finish
	North Port Oval Upgrade. *	\$2,215,000	Deliver/ Partner	n/a	Start	Ongoing	Ongoing	Finish

Service	Project	Cost (2017/18 to 2020/21)	Council's role	2017/18	2018/19	2019/20	2020/21	2020/21- 26/27
	Peanut Farm Reserve Sports Pavilion Upgrade. *	\$3,412,000	Deliver	Ongoing	Finish	n/a	n/a	n/a
	Recreation Reserves Facilities Renewals Program (including the Sport and Recreation Infrastructure Program)	\$550,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	South Melbourne Life Saving Club Redevelopment. *	\$7,416,000	Deliver	Start	Ongoing	Finish	n/a	n/a
	Sports Playing Field Renewal Program	\$2,067,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

\* This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the Local Government Act 1989.

### Services that contribute to this direction

Service	2020/21	2021/22	2022/23	2023/24
<b>Affordable housing and homelessness</b> – provide direct assessment, referral and interim case management support services; coordinate integrated responses to public homelessness and rooming house issues; support increased supply and quality of affordable housing through advocacy, partnerships, policy development and planning controls; present programs to enhance understanding of homelessness and housing stress; support affordable housing projects including mixed community-private housing developments, and affordable housing contributions in Fishermans Bend.	Operating \$1,407,676  Capital \$0	Operating \$1,297,026  Capital \$0	Operating \$1,242,808  Capital \$0	Operating \$1,266,332  Capital \$0
<b>Ageing and accessibility</b> – provide in-home support services, social inclusion programs, fund community groups and service providers; implement the Disability Access Plan as required by the Local Government Act; Regional Assessment Services to determine client needs; consult with community committees and networks, e.g. OPCC and COPPAN; provide accessible and supported community transport as an aged care and disability access	Operating \$8,664,702  Capital \$65,808	Operating \$8,753,549  Capital \$88,200	Operating \$8,711,296  Capital \$80,784	Operating \$8,896,789  Capital \$101,088

Service	2020/21	2021/22	2022/23	2023/24
service; positive and healthy ageing as a social inclusion and preventative service.				
<b>Children</b> – assist in quality early education and care for children aged 0-6 including operating and supporting long day centres, and support for kindergartens and toy libraries, provide early access to maternal child health service for all families to support families; provide parent education and support to families; monitor child’s growth and development; provide accessible and affordable programs for children from families experiencing vulnerability, including families who do not meet criteria of the Additional Child Care Subsidy; manage enrolment for Council and community services that meet DET Priority of Access principles.	Operating \$15,810,469 Capital \$481,936	Operating \$15,948,506 Capital \$679,400	Operating \$15,985,931 Capital \$1,426,928	Operating \$16,325,424 Capital \$1,533,696
<b>Community programs and facilities</b> – provide community facilities for general community use, and licences for local community organisations providing services to residents; provide well managed community facilities where people can learn, connect and engage with others in programs and activities; implement the Health and Wellbeing Strategy; provide capacity building initiatives, including funding and training opportunities for our local community sector and volunteers.	Operating \$5,362,920 Capital \$10,968	Operating \$5,294,367 Capital \$14,700	Operating \$4,884,006 Capital \$13,464	Operating \$4,975,056 Capital \$16,848

Service	2020/21	2021/22	2022/23	2023/24
<b>Families and young people</b> – provide leadership, recreation and engagement programs for middle years, children and young people; provide generalist youth support and counselling; support Adventure playgrounds for children aged 5 to 12 years at St Kilda and South Melbourne; provide in home support, assessment and referral, case management, targeted support (perinatal mental health); provide early intervention support to children and families and peri natal mental health; support internal service providers to maximise support to families and children.	Operating \$2,914,941 Capital \$0	Operating \$2,969,807 Capital \$350,000	Operating \$2,996,317 Capital \$1,400,000	Operating \$3,069,468 Capital \$0
<b>Recreation</b> – work with local sporting clubs and the community to facilitate participation in recreation and leisure activities; provide infrastructure and facilities to support organised sport and active and passive recreation; plan, implement and guide strategic open space planning across Council.	Operating \$4,833,224 Capital \$1,940,000	Operating \$3,816,334 Capital \$8,355,000	Operating \$4,521,302 Capital \$11,900,000	Operating \$3,827,686 Capital \$10,800,000

### Performance measures

Service	Measure	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2020/21 target
Affordable housing and homelessness	Council facilitated units on Council land (available in arrears)	645 (total baseline)	No data	No data	No data	Progress towards additional 170 units (by 2025)
Ageing and accessibility	Resident satisfaction with services that support older people and people with disabilities ^	93%	94%	90%	91%	No target, question not asked
Children / Families and young people	Proportion of state regulated, Council provided family, youth and children's services that meet or exceed national quality and accreditation standards	100%	100%	100%	100%	≥100%

Service	Measure	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2020/21 target
	Participation in first maternal and child health home visit* <sup>8</sup>	103.9%	103.3%	100.5%	93.8%	≥100%
	Infant enrolment in maternal and child health services*	99.8%	100%	96.8%	101.0%	≥100%
	Cost of maternal and child health service*	\$73.37	\$71.80	\$76.50	\$75.54	≤\$85
	Participation in maternal and child health services*	84.2%	82.9%	84.8%	74.3%	≥85%
	Participation by Aboriginal children in maternal and child health services*	87.2%	84.8%	94.7%	80.0%	≥85%
	Resident satisfaction with services that support families, youth and children	97%	94%	93%	94%	≥95%
Community programs and facilities	Resident perception regarding whether City of Port Phillip services contribute to the overall health and wellbeing of the community <sup>^</sup>	66%	64%	49%	59%	No target, question not asked
Recreation	Community rating of Council's recreational facility performance (index)	76	73	73	74	≥75
	Participation per capita in sport and recreation across formal activities	19%	19%	19%	31%	≥26%

\* This measure is required under the Local Government Performance Reporting Framework.

<sup>8</sup> The greater than 100 per cent result is due to a greater number of visits than birth notifications, because some babies born late in the financial year received their first visit in the next financial year.

<sup>9</sup> Result is from November 2016.

<sup>^</sup> In response to the changing environment officers were asked to reduce costs. One means to do this was reducing the Community Satisfaction Survey questions. This question was omitted from the survey in 2020/21.

**Major leases on council assets**

<b>Lessee</b>	<b>Market rental (estimate<sup>10</sup>)</b>	<b>Rent per year (excluding GST)</b>
<b>Ada Mary A'Beckett Childrens Centre</b> 2 Batman Road, Port Melbourne	\$350,000	\$10
<b>Albert Park Bowls Club</b> 1A St Vincent Place South, Albert Park	\$150,000	\$466
<b>Albert Park Kindergarten</b> 18 Dundas Place, Albert Park	\$117,500	\$10
<b>Bubup Womindjeka Family and Childrens Centre</b> 85 Liardet Street, Port Melbourne	\$420,000	\$104
<b>Clarendon Childrens Centre</b> 404-412 Clarendon Street, South Melbourne	\$130,000	\$10
<b>Civic Kindergarten</b> 254-256 Richardson Street, Middle Park	\$182,500	\$10
<b>Department of Health &amp; Human Services - Office of Housing</b> 114 Inkerman Street, St Kilda	\$351,000	\$1
<b>Eildon Road Childrens Centre</b> 17 Eildon Road, St Kilda	\$142,000	\$10
<b>Hellenic RSL</b> 14A Ferrars Place, South Melbourne	\$230,000	\$104
<b>Lady Forster Kindergarten</b> 63B Ormond Esplanade, Elwood	\$225,000	\$104
<b>Lillian Cannam Kindergarten</b> 97 Eastern Road, South Melbourne	\$195,000	\$10
<b>Napier Street Aged Care</b>	\$750,000	\$0

Lessee	Market rental (estimate <sup>10</sup> )	Rent per year (excluding GST)
179 Napier Street, South Melbourne		
<b>Poets Grove Family and Childrens Centre</b> 18 Poets Grove, Elwood	\$385,000	\$10
<b>Port Melbourne Bowling Club</b> 130 Spring Street West, Port Melbourne	\$340,000	\$5066
<b>Port Melbourne Football Club North Port</b> 525 Williamstown Road, Port Melbourne	\$210,000	\$9,746 <sup>12</sup>
<b>Port Melbourne Lifesaving Club</b> 38-40 Beaconsfield Parade, Port Melbourne	\$220,000	\$554
<b>Port Melbourne Tennis Club</b> 83 Swallow Street, Port Melbourne	\$152,500	\$1224
<b>Port Melbourne Yacht Club PMYC</b> 38 Beach Street, Port Melbourne	\$275,000	\$8,000
<b>South Melbourne Child Care</b> 5-11 Carter Street, Albert Park	\$202,500	\$10
<b>South Melbourne Life Saving Club</b> 72B Beaconsfield Parade, Albert Park	\$350,000	\$104
<b>South Port Community Residential Home</b> 18-30 Richardson Street, Albert Park	\$525,000 <sup>13</sup>	\$1
<b>St Kilda Life Saving Club</b> 34 Jacka Boulevard, St Kilda	\$420,000 <sup>14</sup>	\$104
<b>The Avenue Childrens Centre</b> 39 The Avenue, Balaclava	\$100,000	\$10
<b>Elwood Childrens Centre</b>	\$110,000	\$10



Lessee	Market rental (estimate <sup>10</sup> )	Rent per year (excluding GST)
446 Tennyson Street, Elwood		

Includes community leases of significant value and commercial leases of \$200,000 or over.

<sup>10</sup> Unless otherwise noted, market rent is the rating valuation calculated as five per cent of the Capital Improvement Value of the property.

<sup>11</sup> & <sup>14</sup> Market rent determined by valuation report.

<sup>12</sup> Includes seasonal fee and gym lease.

<sup>13</sup> Ground rent only at market rates.

### Service information

The following statistics highlight some of the services we provided during 2016/17 compared to previous years.

Statistic	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
<b>Maternal and child health services</b>						
Birth notifications received	1,255	1,362	1,344	1,347	1,270	Decrease
Community immunisation sessions held	79	80	78	81	81	Stable
Infants and children attending immunisation sessions	2,784	2,952	2,801	2,902	2,658	Decrease
<b>Childcare</b>						
Total places across the City	1,530	1,620	1,728	1,895	2,186	Increase
Council managed places	318	318	318	318	318	Stable
• Bubup Nairn Family and Children's Centre	116	116	116	116	116	Stable
• Clark Street Children's Centre	65	65	65	65	65	Stable
• Coventry Children's Centre	60	60	60	60	60	Stable
• North St Kilda Children's Centre	77	77	77	77	77	Stable
Community managed places	446	483	568	568	568	Stable
Commercial managed places	766	819	842	1,225	1,125	Decrease

Statistic	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
<b>Family support</b>						
Received in government grants	\$238,372	\$250,208	\$253,000	\$273,047	\$273,047	Increase
Target hours provided	2,565	2,729	2,327	3,370	3,370	Increase
<b>Young people</b>						
Young people (8-11 years old) accessing programs that are run or funded by Council	No data	No data	21,187	33,369	31,732	Decrease
Young people (12-25 years old) accessing programs that are run or funded by Council	No data	8,178	26,359	21,946	10,009	Decrease
<b>Aged and disability services</b>						
<b>Home care</b>						
Active home care clients	1,991	1,973	1,710	1,551	1,570	Increase
Hours of general home care	26,758	27,902	19,865	18,867	19,430	Increase
Hours of meal preparation	432	284	219	906	1,428	Increase
Hours of personal care	6,788	6,556	6,239	6,409	5,578	Decrease
Hours of home maintenance service	4,003	3,413	2,450	2,652	2,662	Increase
Hours of respite care	8,647	7,356	6,435	5,621	4,689	Decrease
Hours of shopping services	9,051	8,373	8,137	7,919	8,518	Increase
Hours of core social support	7,958	9,204	9,919	10,651	11,412	Increase
Hours of high priority social support	10,270	9,183	8,564	6,787	16,635	Increase
<b>Community meals</b>						
Meals delivered	33,321	31,321	27,688	19,409	16,448	Decrease
Meals provided at centres	4,467	3,798	2,949	3,167	1,938	Decrease
Meals subsidised	80,679	80,037	82,848	126,648	187,464	Increase

Statistic	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
<b>Community transport</b>						
Community bus trips	3,380	1,352	1,981	1,981	1,981	Stable
Passengers who used the service	32,845	33,150	33,048	31,062	34,455	Increase
<b>Volunteers</b>						
Community access volunteers	23	15	15	14	10	Decrease
<b>Sports facilities</b>						
Bookings across 15 sporting reserves	4,487	3,871	4,387	4,801	7,602	Increase
<b>Community centres</b>						
Visits	194,295	172,590	184,140	192,555	No data	Increase
Bookings	11,721	11,506	12,276	12,837	13,476	Increase
Casual hires	1,232	1,071	1,131	1,396	1,135	Increase

**Assets**

Asset type	Result
Maternal and child health centres	7
Council and community managed childcare centres	12
Community centres	12
Sports club buildings	20

**Major financial contributions (value of \$30,000 or more)**

Organisation or financial contribution type	Value 2020/21
Childcare subsidies (Council and community managed centres)	\$1,260,000
Port Phillip Community Group	\$588,000
Community housing contribution	\$500,000
Community grants	\$385,000
Food services and social support grants	\$205,000
Family services	\$154,000
Youth services	\$115,000
Kindergarten grants	\$114,000
Town hall hire subsidy	\$105,000
Department of Human Relations (JCAAA)	\$70,000
South Port Legal Service	\$65,000
Friends of Suai	\$50,000
South Port Day Links	\$50,000
Sacred Heart Mission	\$29,000

**Major contracts (annualised value of \$150,000 or more)**

Contract type	Annualised value 2020/21
Sports field maintenance	\$502,000

**Budget for this direction in 2020/21**

\$41,492,644

**How is it spent?**

Operating - \$38,993,932

Capital - \$2,498,712

**How is it funded?**

Rates - \$16,466,168

Fees and charges (including parking) - \$14,705,965

Other income - \$10,320,511

## Strategic direction 2: We are connected and it's easy to move around.

### What we want to see by 2027

- 2.1 An integrated transport network that connects people and places
- 2.2 Demand for parking and car travel is moderated as our City grows
- 2.3 Our streets and places are designed for people

### How we will measure progress

Outcome indicators	2015/16 result	2016/17 result	2017/18 result	2020/21 target	2026/27 target
Number of fatal and serious traffic collisions involving all road users	97	78	60	≤119	≤96
Number of private passenger vehicles trips*	No score	128,000	No score	128,000	128,000
Number of walking trips*	No score	153,000	No score	120,000	207,000
Number of bike riding trips*	No score	17,000	No score	30,000	44,000
Number of public transport trips*	No score	42,000	No score	49,000	56,000
Number of cars owned by Port Phillip residents*	No score	51,200	No score	51,200	53,500

\*2016/17 data sourced from VISTA 2012-2016

### We are connected and it's easy to move around

- 2.1 An integrated transport network that connects people and places

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Improving the connectivity, safety and amenity of walking and bike riding networks.</p> <p>B Advocating for investment in public transport to address network gaps,</p>	<ul style="list-style-type: none"> <li>• Develop and deliver an Integrated Transport Strategy, including network plans for all modes and intermodal connections – the strategy was endorsed in 2018 and delivery has commenced.</li> <li>• Implement walking projects that create safe, high amenity walking routes and reduce barriers to people walking across arterial roads.</li> </ul>

We will work towards this outcome by:	Our priorities for the next four years:
<p>increase capacity, and improve connections between modes.</p> <p>C Influencing truck movements to facilitate business and manage local amenity impacts.</p>	<ul style="list-style-type: none"> <li>• Improve the attractiveness of bike riding as part of delivering Council's bike network.</li> <li>• Deliver the Beach Street separated queuing lane to reduce traffic delays associated with cruise ship arrivals – Completed in 2017</li> <li>• Plan for and deliver Kerferd Road safety and streetscape improvements to enhance walking and bike riding (<i>subject to State funding</i>).</li> <li>• Work with Public Transport Victoria and Yarra Trams to deliver a pipeline of tram projects that will improve place and movement. (Carlisle Street tram upgrade – completed in 2018)</li> <li>• Deliver program of renewals and improvements to laneways, roads, footpaths and street signage.</li> </ul>

## 2.2 Demand for parking and car travel is moderated as our City grows

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Engaging with the community using a neighbourhood-based approach, to encourage active and sustainable travel.</p> <p>B Reducing reliance on cars, by directing housing and employment growth to areas with the best access to public transport and shops.</p> <p>C Managing parking demand through technology, policy and pricing.</p>	<ul style="list-style-type: none"> <li>• Develop a Develop plan to manage parking as part of the Integrated Transport Strategy – Completed in 2018.</li> <li>• Develop new policies for paid parking, on-street permits and parking provision rates for new development.</li> <li>• Investigate Council's car parks for future development opportunities that deliver increased community benefit.</li> <li>• Implement clever parking initiatives that help manage parking supply and turnover and improve customer experience.</li> <li>• Expand the on-street network of car share vehicles and encourage provision in new developments.</li> <li>• Integrate land use and transport planning through a review of the Municipal Strategic Statement.</li> </ul>

## 2.3 Our streets and places are designed for people

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Prioritising walking, bike riding and public transport when designing roads and allocating resources.</p>	<ul style="list-style-type: none"> <li>• Implement blackspot safety improvements at high collision locations (<i>subject to external funding</i>).</li> <li>• Work with partners on the St Kilda Junction safety upgrade and St Kilda Road safety improvement study to facilitate walking, bike riding and use of public transport.</li> </ul>

We will work towards this outcome by:	Our priorities for the next four years:
	<ul style="list-style-type: none"> <li>• Complete the streetscape and intersection upgrade of Wellington Street to improve safety and amenity.</li> <li>• Improve local community travel choices, especially by schools, by investing in infrastructure and behaviour change programs.</li> <li>• Progressively review and upgrade disabled parking spaces in commercial areas to meet updated Australian Standards.</li> <li>• Review Council's design and technical standards for streets and public spaces.</li> </ul>

### This direction is supported by:

Instrument	Description
Advocacy priorities	<p>Advocate to the Victorian Government:</p> <ul style="list-style-type: none"> <li>• to maximise community benefit from Metro Tunnel public transport and precinct works including the Park Street tram link and all associated tram stop upgrades</li> <li>• to maximise community benefit from Public Transport Victoria's tram stop upgrade program</li> <li>• for the Shrine to Sea Boulevard, landscape and bike network connection</li> <li>• to expedite the delivery of the St Kilda Road central bike lane project safety improvements to provide for convenient, safe and continuous walking and bike riding</li> <li>• for early implementation of strategic bicycle corridors (continuous buffered and protected bike lanes), light rail and smart bus routes to and around Fishermans Bend</li> <li>• for Balaclava Walk (Nightingale Street to Ripponlea Station).</li> </ul> <p>Advocate to VicRoads to confine truck travel to selected routes through the City.</p>
Engagement and partnership priorities	<ul style="list-style-type: none"> <li>• Lead collaboration with inner Melbourne councils to secure funding for the inner metro strategic cycling corridor network.</li> <li>• Partner with inner Melbourne councils to advocate for a consistent wayfinding strategy for pedestrians and public transport users.</li> </ul>
Strategies, policy and plans. *	<p>Car Share Policy 2016-2021</p> <p>Parking Management Policy 2019</p> <p>Parking Permit Policy 2015</p> <p>Move, Connect, Live: Integrated Transport Strategy 2018-28</p>

Instrument	Description
	Road Management Plan 2017
	Sustainable Transport and Parking Rates Policy 2007 (scheduled for review)

\* These are mapped to the direction they primarily contribute to. Some strategies, plans and policies will contribute to multiple directions.

### Key projects that will be underway by 2027

Service	Project	Cost (2017/18 to 2020/21)	Council's role	2017/18	2018/19	2019/20	2020/21	2020/21-26/27
Transport and parking management	Integrated Transport Strategy Development and Implementation. *°	\$888,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Ongoing
	Beach Street Separated Queuing Lane Implementation	\$290,000	Deliver	Finish	n/a	n/a	n/a	n/a
	Blackspot Safety Improvements **	\$1,143,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Domain Precinct and Melbourne Metro Tunnel Project Management **	\$2,442,000	Partner	Start	Ongoing	Ongoing	Ongoing	Finish
	Footpath Renewal Program	\$2,818,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Kerb and Gutter Renewal Program	\$2,010,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Kerferd Road Safety and Streetscape Improvements *	\$105,000	Deliver	Start	Ongoing	Finish	n/a	n/a
	Laneway Renewal and Upgrade Program	\$1,214,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Parking Technology Renewal and Upgrade Program	\$2,543,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Ongoing
	Public Space Accessibility Improvement Program	\$577,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Road Renewal Program	\$8,750,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	St Kilda Junction Safety Upgrade	\$0	Deliver	n/a	Start	Finish	n/a	n/a
	Street Signage and Furniture Renewal Program	\$1,178,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Walk and Bike Infrastructure Delivery (replaced by the Bike Network Delivery and Pedestrian Infrastructure Delivery programs) *	\$4,046,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Wellington Street Upgrade – Intersection Improvements	\$696,000	Deliver	n/a	Start	Ongoing	Finish	n/a	

\* This is a major initiative that will contribute to Transforming Transport and Parking.



Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the *Local Government Act 1989*.

\*\* Subject to external funding.

° All initiatives identified in the strategy's action plan will be reported on in Council's Annual Report.

### Services that contribute to this direction

Service category and description	Expenditure type	2020/21	2021/22	2022/23	2023/24
<b>Transport and parking management</b> Plan for and deliver changes to our city's transport network, streets and places to cater for our growing community; increase the range of healthy, safe, connected and convenient walking and bike riding choices; partner with the Victorian Government to provide more convenient, reliable, accessible and frequent public transport choices; work with the community to ensure fairest access to parking as a limited and shared resource; harness new technologies and transport options for our community to get around; manage parking policy, on-street parking controls and enforcement; manage the School Crossing Program for the safe and efficient movement of primary and infant schoolchildren.	Operating	\$23,115,605	\$22,784,337	\$22,189,694	\$22,005,282
	Capital	\$4,759,000	\$8,322,000	\$8,475,000	\$8,345,000

### Performance measures

Service	Measure	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2020/21 target
Transport and parking management	Resident satisfaction with traffic management	No score	61	56	58	≥56
	Resident satisfaction with parking management	79%	81%	79%	75%	≥80%
	Resident satisfaction with resident parking permits	74% <sup>14</sup>	80% <sup>14</sup>	83%	81%	≥75%
	Sealed local road requests. *	52	65	69	53	70
	Satisfaction with sealed local roads.	70	70	67	68	>70

Service	Measure	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2020/21 target
	Cost of sealed local road reconstruction. *	\$156.51	\$190.87	\$152.85	\$91.10	≤\$160.00
	Cost of sealed local road resealing. *	\$43.03	\$49.90	\$55.26	\$31.12	≤\$50.00
	Cost of sealed local road resealing per tonne	\$260.05	\$263.95	\$268.71	\$275.59	≤\$285.00
	Sealed local roads below the intervention level. *	97%	97%	97%	97%	97%
	Number of schools participating in 'Walk to School' month	No result	7	No score	9	9
	Number of schools participating in 'Ride to School' day	No result	13	No score	12	14
	Number of car share vehicles based in Port Phillip	79	103	147	183	

\* Measure is required under the Local Government Performance Reporting Framework.

<sup>14</sup> Result is from November 2016

<sup>^</sup> In response to the changing environment officers were asked to reduce costs. One means to do this was reducing the Community Satisfaction Survey questions. This question was omitted from the survey in 2020/21.

### Service information

Statistics	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
<b>Parking management</b>						
Abandoned vehicles	1,476	1,489	1,679	1,646	1,646	Decrease
Disabled parking permit issued - Blue	1,179	1,236	1,257	1,459	1,737	Increase
Disabled parking permit issued - Green	217	120	102	156	174	Increase
Resident parking permits issued	6,710	7,646	6,465	8,111	8,041	Increase
Foreshore permits issued	2,567	2,527	2,266	2,603	2,504	Increase
Combined permits issued	7,068	7,016	5,842	6,867	6,726	Increase
Community service permits issued	1,133	1,301	1,038	1,272	1,237	Increase
Visitor parking permits issued	10,724	11,486	10,193	12,603	12,400	Increase
Parking enforcement infringements issued	147,647	158,376	162,852	166,571	153,069	Increase
Parking complaints (officer)	33	17	28	69	47	Increase
Number of parking permits issued per year	18,830	32,986	28,548	34,808	34,519	Increase

**Assets**

Asset type	Result
Bike network (lanes and paths)	59km
Roads	265km
Footpaths	414km
Parking machines	489

**Major contracts (annualised value of \$150,000 or more)**

Contract type	Annualised value 2020/21
Civil infrastructure and maintenance	\$3.4 million
Parking administration services	\$2.2 million
Street lighting electricity	\$1.2 million
Parking machine maintenance	\$380,000
Vehicle towing	\$685,000

**Total budget for 2020/21**

\$27,874,605

**How is it spent?**

Operating - \$23,115,605

Capital - \$4,759,000

**How is it funded?**

Rates - \$22,064,174

Fees and charges (including parking) - \$4,735,208

Other income - \$1,075,223

## Strategic direction 3: We have smart solutions for a sustainable future.

### What we want to see by 2027

- 3.1 A greener, cooler and more liveable City
- 3.2 A City with lower carbon emissions
- 3.3 A City that is adapting and resilient to climate change
- 3.4 A water sensitive City
- 3.5 A sustained reduction in waste

### How we will measure progress

Outcome indicators	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2020/21 target	2026/27 target
Total canopy cover	19%	No result	No result	No result	19.2% (2% increase on baseline)	21% (10% increase on baseline)
Council's net greenhouse gas emissions (tonnes)	6,464	6,464	4,750	4,736	Zero net emissions	Zero net emissions
Council's gross greenhouse gas emissions	11,720	10,950	11,205	10,758	1,200	520
Council electricity usage from renewable sources	4%	4%	5%		100%	100%
Council's potable water use (ML/year)	258	238	226	298	257	203
Municipal-wide greenhouse gas emissions.	No result	No result	1,704,000	No result	No interim target available	No interim target available
Kerbside collection waste diverted from landfill. *	34%	33%	32%	29%	≥35%	85% (2027/28)

Outcome indicators	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2020/21 target	2026/27 target
House kerbside collection waste diversion from landfill.	No result	No result	33%	29%	43% (2021/22)	85% (2027/28)
Apartment kerbside collection waste diversion from landfill.	No result	No result	23%	2%	29% (2021/22)	85% (2027/28)
Reduction in waste produced by houses.	No result	No result	No result	15%	20% reduction (2021/22)	20% reduction (2021/22)
Reduction of waste produced by apartments.	No result	No result	No result	18%	20% reduction (2021/22)	20% reduction (2021/22)
Hard and dumped rubbish diverted from landfill	No result	No result	70%	No result	70%	70%

\* Measure is required under the Local Government Performance Reporting Framework.

## We have smart solutions for a sustainable future

### 3.1 A greener, cooler and more liveable City

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Increasing canopy cover and diversity of tree species across our streets and open spaces.</p> <p>B Facilitating the greening of our built environment, through green roofs, walls and facades.</p>	<ul style="list-style-type: none"> <li>Promote green buildings by applying environmentally sustainable design planning policy and guidelines.</li> <li>Develop a heat management plan to help cool the City and reduce the impact on health.</li> <li>Implement and review progress on the Greening Port Phillip Plan – An Urban Forest Approach, including implementing the street tree planting program 2017-2022 and ongoing investment in park trees and streetscape improvements, including in Fishermans Bend – <b>Completed in 2019 – incorporated into the Climate Response Plan.</b></li> <li>Investigate opportunities to protect vegetation and increase canopy cover on private property.</li> <li>Complete an Ecological Biodiversity Study, in partnership with the EcoCentre and local experts.</li> </ul>

## 3.2 A City with lower carbon emissions

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Reducing Council energy consumption and greenhouse gas emissions.</p> <p>B Facilitating a reduction in community greenhouse gas emissions by partnering with the community and private sector.</p> <p>C Promoting sustainable and low energy precinct infrastructure, including in Fishermans Bend.</p>	<ul style="list-style-type: none"> <li>• Develop a sustainability strategy for beyond 2020, including considering United Nations sustainability goals and targets and baselining municipal-wide greenhouse gas emissions – <b>completed in 2018</b>.</li> <li>• Invest in renewable energy and energy efficiency measures in Council buildings and street lighting and in the Melbourne Renewable Energy Project, a group purchasing model to drive investment in renewable energy.</li> <li>• Embed sustainability into Council’s procurement, fleet and investment policies and practices and investigate opportunities to install electric car charging stations.</li> <li>• Implement guidelines that enable increased uptake of environmentally sustainable design features, including rooftop solar, in heritage areas.</li> </ul>

## 3.3 A City that is adapting to climate change

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Increasing community resilience to the impacts of climate change.</p> <p>B Requiring development to adapt to and positively influence the local climate.</p> <p>C Managing and reducing the impacts of flooding and sea level rise.</p>	<ul style="list-style-type: none"> <li>• Deliver behaviour change and education programs through the Sustainable City Community Action Plan and support environmental education programs in schools.</li> <li>• Develop tools to help the community understand and adapt to the impacts of climate change.</li> <li>• Examine the effectiveness of establishing a Port Phillip energy foundation, or partnering with an existing foundation, to undertake advocacy, research, advisory and community engagement initiative – <b>completed in 2019</b>.</li> <li>• Work with partners to develop a bay-wide coastal hazard assessment and advocate for a planning scheme tool to identify and manage coastal inundation.</li> <li>• Contribute to the EcoCentre redevelopment and continue to invest in EcoCentre programs that support an environmentally aware community.</li> <li>• Work with partners to develop a long-term action plan for the Elster Creek catchment to mitigate flooding.</li> <li>• Develop and implement a framework to increase Council asset resilience to the impacts of climate change.</li> </ul>

### 3.4 A water sensitive City

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Reducing potable water consumption by encouraging more efficient water use and establishing alternative water sources.</p> <p>B Improving the quality of water entering Port Phillip Bay and increasing ground permeability.</p>	<ul style="list-style-type: none"> <li>• Undertake integrated water management planning, including partnering with Melbourne Water and others to review and implement relevant plans.</li> <li>• Plan and deliver water sensitive urban design interventions to reduce contaminants in water entering Port Phillip Bay.</li> <li>• Investigate and implement (<i>subject to viability</i>) stormwater harvesting and flood mitigation works at key locations.</li> <li>• Implement irrigation upgrades at key sports fields and parks to optimise water use.</li> <li>• Increase the permeability of ground surfaces across public streets and spaces, and work with the community to achieve greater permeability on private property.</li> <li>• Develop a Stormwater Management Policy and Guidelines to require onsite stormwater detention for new developments.</li> </ul>

### 3.5 A sustained reduction in waste

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Reducing waste and maximising recycling and diversion from landfill through service innovation and facilitating community action.</p> <p>B Managing waste collection to improve amenity and achieve cleaner streets, public spaces and foreshore areas.</p>	<ul style="list-style-type: none"> <li>• Develop and implement a new municipal Waste Strategy including an implementation plan to divert organic waste from landfill. <b>The strategy was endorsed in 2018 and delivery has commenced.</b></li> <li>• Work with the Metropolitan Waste and Resource Recovery Group to establish an inner metropolitan sustainability hub.</li> <li>• Pursue waste innovations in Fishermans Bend.</li> <li>• Update waste management guidelines for apartment developments and deliver focused recycling program to increase waste diversion from landfill.</li> </ul>

#### This direction is supported by:

Instrument	Description
Advocacy priorities	<p>Advocate for and promote reduced use of balloons, plastic bags and single use plastics.</p> <p>Advocate to the Victorian Government for sustainability targets in Fishermans Bend.</p>

Instrument	Description
Engagement and partnership priorities	<p>Advocate for innovative sustainable infrastructure solutions for water reuse, energy and climate resilience, and partner to deliver advanced waste treatment and resource recovery.</p> <p>Collaborate with the South East Councils Climate Change Alliance and the Council Alliance for Sustainable and Built Environment.</p> <p>Work with partners to improve catchment management.</p> <p>Collaborate with the Cooperative Research Centre for Water Sensitive Cities.</p> <p>Work with the Association of Bayside Municipalities to coordinate, cooperate and advocate to ensure sustainable management and health of Port Phillip Bay.</p> <p>Work with inner Melbourne councils on an Urban Forest and Biodiversity Strategy for the inner region.</p> <p>Work with inner Melbourne councils on an innovative waste management strategy for the inner region.</p> <p>Work with Parks Victoria and City of Melbourne to determine the viability of stormwater harvesting at Albert Park Lake.</p>
Strategies, policy and plans *	<p>Act and Adapt: Sustainable Environment Strategy 2018-28</p> <p>Climate Response Plan 2019-24</p> <p>Don't Waste It! Waste Management Strategy 2018-28</p> <p>Elster Creek Flood Management Strategy 2018/2028</p> <p>Foreshore and Hinterland Vegetation Management Plan 2015</p> <p>Greening Port Phillip, An Urban Forest Approach 2010</p> <p>Sustainable Design Strategy 2013</p> <p>Water Sensitive City Plan 2019</p>

\* Strategies, plans and policies are mapped to the direction they primarily contribute to. Some strategies, plans and policies will contribute to multiple directions.

### Key projects that will be underway by 2027

Service	Project	Cost (2017/18 to 2020/21)	Council's role	2017/18	2018/19	2019/20	2020/21	2020/21-26/27
Sustainability	Sustainable Environment Strategy Development and Implementation * ** °	\$951,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Ongoing



Service	Project	Cost (2017/18 to 2020/21)	Council's role	2017/18	2018/19	2019/20	2020/21	2020/21-26/27
	Albert Park Stormwater Harvesting Development *	\$129,000	Partner	Start	Finish	n/a	n/a	n/a
	Alma Park Stormwater Harvesting Development *	\$2,936,000	Deliver	Start	Ongoing	Finish	n/a	n/a
	Baseline Municipal Greenhouse Gas Emissions	\$92,000	Deliver	Finish	n/a	n/a	n/a	n/a
	EcoCentre Redevelopment (subject to funding)	\$2,797,000	Partner	Start	Ongoing	Ongoing	Ongoing	Finish
	Electric Vehicle Charging Infrastructure Program	\$145,000	Deliver	n/a	Start	Ongoing	Ongoing	Ongoing
	Energy Efficiency and Solar Program	\$1,236,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Energy Efficient Street Lighting Upgrade	\$60,000	Partner	n/a	n/a	n/a	Start	Finish
	Sustainable City Community Action Plan Implementation	\$912,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Finish
	South Melbourne Market Solar Installation	\$751,000	Deliver	Start	Ongoing	Finish	n/a	n/a
	Greening Port Phillip Strategy Implementation (to include Street and Park Tree Improvements)	\$2,249,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Water Sensitive Urban Design Program	\$1,306,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Waste management	Waste Management Strategy Development and Implementation	\$2,335,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Finish
	Inner Metro Sustainability Hub business case and land acquisition	\$1,004,000	Partner/Deliver	Start	Ongoing	Finish	n/a	n/a
	Litter Bin Renewal and Expansion Program	\$1,516,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

\* This is a major initiative that will contribute to Transforming Water Management and Waste Management. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the *Local Government Act 1989*. All initiatives identified in the strategy's action plan will be reported on in Council's Annual Report.

\*\* This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the *Local Government Act 1989*

° All initiatives identified in the strategy's action plan will be reported on in Council's Annual Report.

### Services that contribute to this direction

Service	2020/21	2021/22	2022/23	2023/24
<b>Sustainability</b>	Operating	Operating	Operating	Operating
Develop and implement environment policy, action plans and projects; deliver environmental programs and educational campaigns to our community; provide advice and support to embed sustainability into Council operations, planning and project deliver; partner with state and local government, educational and no-for-profit agencies to ensure a high-value, outcomes-based approach to environmental sustainability.	\$3,129,201	\$3,919,821	\$4,691,363	\$4,083,502
	Capital	Capital	Capital	Capital
	\$355,484	\$4,005,350	\$2,910,732	\$2,348,424
<b>Waste management</b>	Operating	Operating	Operating	Operating
Reduce waste going to landfill through kerbside and public place recycling, hard waste and green waste collection, operating the Resource Recovery Centre and waste education; provide additional waste management services through kerbside refuse services and removal of waste from street litter bins.	\$15,132,857	\$16,665,263	\$19,702,036	\$20,170,975
	Capital	Capital	Capital	Capital
	\$0	\$0	\$0	\$0

### Service information

The following statistics highlight some of the services we provided during 2016/17 compared to previous years.

Measure	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
<b>Sustainability</b>						
Participants in Council-run sustainability programs	7,573	8,274	8,308	8,737	39,115	Increase
Additional trees planted	1,305	1,466	1,117	1,519	1,325	Increase
<b>Waste management</b>						
Waste bins collected each week	38,582	38,749	38,909	39,008	39,115	Increase
Recycling bins collected each week	34,355	34,626	34,962	35,306	35,601	Increase
Hard and green waste collections	15,102	15,682	17,217	17,751	18,779	Increase

## Performance measures

Service	Measure	Result 2015/16	Result 2016/17	Result 2017/18	Result 2018/19	Target 2020/21
Sustainability	New trees planted per year	1,466	1,117	1,519	1,325	1,055
	Resident satisfaction with making Port Phillip more environmentally sustainable ^	91%	91%	86%	75%	No target question not asked
	Mega litres of water use from alternative sources	1.68	10.51	14.5	19.1	≥40
	Total suspended solids removed from stormwater through Council projects (tonnes)	38.9	44.1	46.5	55.9	≥49
	Investments in fossil-free institutions	49%	66%	77%	85%	60-80%
Waste management	Council waste production per FTE (tonnes)	53.4	50.4	59.4	56.0	20% reduction on 2017/18 (2021/22)
	Resident satisfaction with waste and recycling collections	92%	93%	89%	83%	90%
	Kerbside bin collections missed *	2.7	1.7	3.9	3.4	<4.35
	Direct cost of kerbside garbage bin collection service *	\$72.89	\$69.65	\$68.90	\$53.07	≤\$80.00
	Direct cost of kerbside recycling collection *	\$33.93	\$36.07	\$39.57	\$46.55	≤\$50.00
	Kerbside garbage requests (per 1,000 households) *	33.57	26.18	27.84	29.31	<35

\* This measure is required under the Local Government Performance Reporting Framework.

^ In response to the changing environment officers were asked to reduce costs. One means to do this was reducing the Community Satisfaction Survey questions. This question was omitted from the survey in 2020/21.

**Assets (annual value of \$30,000 or more)**

Asset type	Result
Drain pipes	11,900 km
Drainage pits	10,400
Street and park litter bins	1,212
Street trees	31,042
Park trees	12,852

**Major financial contributions (value of \$30,000 or more)**

Organisation or financial contribution type	Value 2020/21
EcoCentre contribution and funding for education programs	\$323,000

**Major contracts (annualised value of \$150,000 or more)**

Contract type	Annualised value 2020/21
Residential kerbside recycling collection	\$4.3 million
Regional landfill	\$3.6 million
Residential kerbside waste collection	\$2.9 million
Hard waste and dumped rubbish collection	\$931,000
Mobile waste and recycling bins	\$193,000

**Budget for this direction in 2020/21**

\$18,617,541

**How is it spent?**

Operating - \$18,262,057

Capital - \$355,484

**How is it funded?**

Rates - \$15,238,738

Fees and charges (including parking) - \$2,833,144

Other income - \$545,659

## Strategic direction 4: We are growing and keeping our character.

### What we want to see by 2027

4.1 Liveability in a high-density City

4.2 A City of diverse and distinctive neighbourhoods and places

### How we will measure progress

Outcome indicators	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2020/21 target	2027 target
Residents who feel a sense of safety and security in Port Phillip ^	85%	85%	82%	81 %	No target	>85%
Residents who are proud of, connected to and enjoy living in their neighbourhood ^	96%	97%	96%	96 %	No target	>95%
Residents who agree the local area is vibrant, accessible and engaging ^	96%	97%	95%	93 %	No target	>95%
Planning decisions upheld by VCAT *	71%	70%	61%	72 %	>70%	>70%

\* This measure is required under the Local Government Performance Reporting Framework.

^ In response to the changing environment officers were asked to reduce costs. One means to do this was reducing the Community Satisfaction Survey questions. This question was omitted from the survey in 2020/21.

### We are growing and keeping our character

4.1 Liveability in a high-density City

We will work towards this outcome by:	Our priorities for the next four years:
A Requiring well-designed buildings that contribute to safe, lively, high amenity places.	<ul style="list-style-type: none"> <li>Partner with the Victorian Government to ensure the Fishermans Bend Framework and precinct plans maximise outcomes for current and future Port Phillip residents, including employment, housing choice, quality public space and community facilities, and early delivery of fast, frequent public transport.</li> </ul>

We will work towards this outcome by:	Our priorities for the next four years:
<p>B Designing and activating well managed, safe and liveable public spaces for people to enjoy.</p> <p>C Extending, connecting and diversifying our open space network to cater for increased demand.</p>	<ul style="list-style-type: none"> <li>• Deliver open space and streetscape works in Fishermans Bend, particularly in the Montague Precinct and at the Ferrars Street Education and Community Precinct – Kirrip Park completed 2018.</li> <li>• Work with the Victorian Government to effectively manage site (soil and groundwater) contamination and management of open space sites, including at Gasworks Arts Park.</li> <li>• Review and update the Port Phillip Planning Scheme and Municipal Strategic Statement to ensure an effective framework of local policy and controls to manage growth and support healthy communities.</li> <li>• Implement planning scheme amendments to strengthen design and development controls in areas undergoing significant change</li> <li>• Develop a new public space strategy</li> <li>• Deliver the Design and Development Awards, to showcase and promote design excellence in Port Phillip – completed in 2018</li> <li>• Invest in improving parks, playgrounds and street and public space lighting</li> <li>• Continue to improve community safety by evaluating CCTV, undertaking safety audits, implementing crime prevention measures such as environmental design and implementing the Community Safety Plan</li> <li>• Continue to maintain a high standard of amenity, ensure compliance with planning requirements and local laws, and support public health and safety through service improvements and mobile technology</li> <li>• Review Council's local law to manage and improve community amenity - completed in 2018</li> <li>• Review and monitor our emergency management guidelines and protocols to support state-wide policy and good practice</li> <li>• Work with the Victorian Government to improve the safety of buildings in our municipality</li> <li>• Review (completed in 2017) and implement Council's Domestic Animal Management Plan, which promotes animal welfare and responsible pet ownership</li> <li>• Increase investment in street cleaning, litter bins and equipment to improve amenity and responsiveness and investigate opportunities for further improvements to service delivery</li> <li>• Develop a Stormwater Asset Management Plan and continue to invest in drainage improvements</li> <li>• Implement Council's Graffiti Management Plan, which provides direction for the removal and management of graffiti</li> </ul>

## 4.2 A City of diverse and distinctive neighbourhoods and places

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Planning for <i>10-minute walking neighbourhoods</i> that give locals access to shops, community spaces and a strong sense of place</p> <p>B Protecting heritage places that represent our historic, social, cultural and architectural identity</p> <p>C Ensuring new development integrates with, respects and contributes to the unique heritage, character and beauty of our neighbourhoods</p> <p>D Enhancing the environmental and recreational qualities of the foreshore</p>	<ul style="list-style-type: none"> <li>• Effectively manage the St Kilda Marina including process for new lease and developing design guidelines through stakeholder and community engagement.</li> <li>• Advocate for and partner to develop a vision and plan for St Kilda Junction.</li> <li>• Develop an urban design framework for the St Kilda Road North - ANZAC Station precinct and surrounds.</li> <li>• Develop a strategic plan for the St Kilda precinct, including a strategy to revitalise Fitzroy Street.</li> <li>• Implement a program to strengthen heritage controls including assessing sites of cultural and social significance and implementing the review of Heritage Overlay 6 (East St Kilda) through the planning scheme.</li> <li>• Review the Housing Strategy <b>in the next Council Plan</b> to ensure new residential development is well located and respects the character and heritage of established neighbourhoods.</li> <li>• Review the Heritage Policy in the Planning Scheme to improve guidance on retention and adaptive reuse of the City's heritage fabric.</li> <li>• Reflect and interpret the City's history by installing plaques, memorials and monuments.</li> <li>• Upgrade the foreshore including vegetation projects and maritime infrastructure renewals.</li> </ul>

### This direction is supported by:

Advocacy priorities	<p>Advocate to the Victorian Government for:</p> <ul style="list-style-type: none"> <li>• measures to mitigate the amenity impact of Melbourne Metro construction, including minimising the loss of trees</li> <li>• early delivery of high frequency public transport links to Fishermans Bend</li> <li>• a sustainable funding and financing strategy to fund the timely delivery of local infrastructure at Fishermans Bend</li> <li>• community consultation for a replacement recreational structure that meets safety obligations, to recognise the cultural and heritage significance of Brookes Jetty</li> <li>• the redevelopment of St Kilda Pier.</li> </ul>
Engagement and partnership priorities	<ul style="list-style-type: none"> <li>• Engage with our communities and advocate for positive planning outcomes for Fishermans Bend, including walkability</li> <li>• Work with Parks Victoria on key projects, including use of Port Phillip Bay and Albert Park.</li> </ul>

Strategies, policy  
and plans \*

- Activating Laneways Strategy 2011
- City of Port Phillip Housing Strategy 2007-2017
- City of Port Phillip Activity Centre Strategy 2006
- Domestic Animal Management Plan 2017-2021
- Fishermans Bend Planning and Economic Development Strategy
- Foreshore Management Plan 2012
- Graffiti Management Plan 2019-2024
- Inner Melbourne Action Plan 2015-2025
- Management plans for: Catani Gardens and Southern Foreshore, Elwood Foreshore and Recreation reserves, JL Murphy Reserve, and Marina Reserve
- Masterplans for: Albert Park College Precinct, Balaclava Station, Emerald Hill Precinct, St Kilda Triangle
- Monuments and Memorials Guidelines
- Municipal Emergency Management Plan
- Open Space Strategy and Implementation Plan Framework 2009
- Open Space Water Management Plan 2010
- Playspace Strategy 2011
- Port Melbourne Waterfront Activation Plan
- Port Phillip Heritage Review 2000 (Version 18)
- Port Phillip Local Law No.1 (Community Amenity) 2013
- Port Phillip Planning Scheme
- Precinct structure plans and urban design frameworks for: activity centres (Bay Street, Carlisle Street, South Melbourne Central and Ormond Road, Elwood) and growth precincts (Montague Precinct, St Kilda Road South, St Kilda Road North, St Kilda Foreshore and Port Melbourne Waterfront)
- Port Phillip City Collection Policy 2017
- Soil Contamination Management Policy
- St Kilda Botanical Gardens Future Directions Plan 2009
- Sustainable Public Lighting Strategy for Streets and Open Space 2011-2016

\* Strategies, plans and policies are mapped to the direction they primarily contribute to. Some strategies, plans and policies will contribute to multiple directions.



**Key projects that will be underway by 2027**

Service	Project	Cost (2017/18 to 2020/21)	Council's role	2017/18	2018/19	2019/20	2020/21	2020/21-26/27
Amenity	Clean Streets Service Review	\$131,000	Deliver	n/a	Start and Finish	n/a	n/a	n/a
	Plant and Equipment Renewal Program	\$743,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Ongoing
	Stormwater Management Program	\$4,610,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
City planning and urban design	Fishermans Bend Program	\$1,367,000	Partner	Ongoing	Ongoing	Ongoing	Ongoing	n/a
	Planning Scheme Amendments Program	\$1,072,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Development approvals and compliance	Statutory Planning Service Review	\$55,000	Deliver	Finish	n/a	n/a	n/a	n/a
Public space	Ferrars Street Education and Community Precinct – Construction of Kirrip Park *	\$4,859,000	Deliver	Start	Ongoing	Finish	n/a	n/a
	Ferrars Street Education and Community Precinct – Streetscape Upgrade *	\$3,786,000	Partner	Ongoing	Ongoing	Finish	n/a	n/a
	Foreshore Assets Renewal and Upgrade Program	\$1,212,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Gasworks Arts Park Contamination Management Plan and Reinstatement **	\$459,000	Partner	Start	Ongoing	Ongoing	Ongoing	Finish
	Maritime Infrastructure Renewal Program	\$869,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Parks and Playground Renewal and Upgrade Program	\$3,413,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Parks Furniture and Pathway Renewal Program	\$1,053,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Public Spaces Strategy Development **	\$201,000	Deliver	Start	Ongoing	Ongoing	Finish	n/a

Service	Project	Cost (2017/18 to 2020/21)	Council's role	2017/18	2018/19	2019/20	2020/21	2020/21-26/27
	Public Space Lighting Renewal and Upgrade Program	\$2,731,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Public Space Lighting Expansion Program	\$104,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	St Kilda Marina **	\$1,297,000	Deliver	Start	Ongoing	Ongoing	Finish	n/a

\* This is a major initiative that will contribute to Transforming Fishermans Bend. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the *Local Government Act 1989*.

\*\* This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the *Local Government Act 1989*.

### Services that contribute to this direction

Service	2020/21	2021/22	2022/23	2023/24
<b>Amenity</b>	Operating	Operating	Operating	Operating
Clean our streets, beaches and the foreshore; maintain our drains, roads, medians, footpaths, trade commercial areas, public toilets, barbecues and street furniture; maintain Council buildings and assets; respond to graffiti complaints and remove graffiti.	\$10,026,321	\$10,388,207	\$9,633,763	\$9,857
	Capital	Capital	Capital	Capital
	\$3,131,810	\$3,114,625	\$3,076,130	\$3,122,330
<b>City planning and urban design</b>	Operating	Operating	Operating	Operating
Manage Port Phillip Planning Scheme including the Local Planning Policy Framework; design and engage on integrated urban spatial policies and projects; develop place-based urban strategy and land use policies; contribute to advocacy for state planning policy and regulation reform; deliver public realm projects, precinct management and provide urban design and heritage advice; advocate for investment and design improvements on state public realm and transport projects.	\$4,261,053	\$4,145,806	\$3,902,355	\$3,990,491
	Capital	Capital	Capital	Capital
	\$32,904	\$44,100	\$40,392	\$50,544
<b>Development approvals and compliance</b>	Operating	Operating	Operating	Operating
Make statutory planning decisions on planning permit and subdivision applications; provide heritage/urban design advice relating to the planning scheme and policies; provide front line customer service; issue permits and enforce the building regulations including prosecutions, siting provisions and public safety; administer local laws permits for construction activities and commercial uses, including footpath trading; investigate and enforce alleged breaches of the	\$7,647,892	\$7,823,979	\$7,902,458	\$8,101,576
	Capital	Capital	Capital	Capital
	\$0	\$0	\$0	\$0

Service	2020/21	2021/22	2022/23	2023/24
Planning & Environment Act and Port Phillip Planning Scheme; proactively monitor development sites for compliance with Planning Permits.				
<b>Health</b>	Operating	Operating	Operating	Operating
Reduce the incidence of infectious disease by monitoring standards for 1,230 registered food premises; support the production of safe and secure food for consumption from restaurants, cafes and all registered food premises; monitor health standards of accommodation properties, registered tattooists and beauty parlours; provide an immunisation program for infants, children and adults; investigate public health nuisance complaints; monitor the use and sale of tobacco.	\$1,626,011	\$1,658,737	\$1,673,775	\$1,715,036
	Capital	Capital	Capital	Capital
	\$0	\$0	\$0	\$0
<b>Local laws and animal management</b>	Operating	Operating	Operating	Operating
Enforce Local Law No 1 (use, occupation and behaviour on Council land, commercial activities, illegal advertising, dumped rubbish and illegal camping); monitor building development compliance with asset protection permits; proactive patrols and investigation of customer requests to ensure compliance with laws; manage the impacts of increased visitation on our public spaces during the peak summer period through the delivery of a Summer Amenity program; encourage responsible pet ownership through education and registration, respond to complaints about animals, and patrol parks and beaches; implement the Domestic Animal Management Plan.	\$2,112,326	\$2,153,625	\$2,172,723	\$2,226,046
	Capital	Capital	Capital	Capital
	\$0	\$0	\$0	\$0
<b>Municipal emergency management</b>	Operating	Operating	Operating	Operating
Provide planning and response service to support readiness, resilience and recovery before, during and after emergencies.	\$1,455,171	\$1,454,403	\$1,461,175	\$1,491,471
	Capital	Capital	Capital	Capital
	\$0	\$0	\$0	\$0
<b>Public space</b>	Operating	Operating	Operating	Operating
Design, activate and maintain our public and open spaces; attract, advise, permit and support producers of quality events; develop new and upgrade existing public spaces including Kirrip Park, streetscapes at Railway Parade and Gasworks Arts Park.	\$17,369,033	\$16,367,180	\$16,499,189	\$16,857,698
	Capital	Capital	Capital	Capital
	\$7,282,420	\$9,251,750	\$5,783,660	\$7,092,120

Note: These services ensure we deliver on our responsibilities under the Planning and Environment Act 1987, Building Act 2006, Domestic Animals Act 1995, Emergency Management Act 1986, State Food Act 1984, Public Health and Wellbeing Act 2008, Tobacco Act 1987 and Council's local law.

## Service information

The following statistics highlight some of the services we provided during 2016/17 compared to previous years.

Statistics	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
<b>Events</b>						
Weddings held in our parks and open spaces	103	88	79	50	54	Increase
Community events held in our parks and open spaces*	38	20	29	21	140	Increase
Community events in Council halls	48	69	81	82	66	Decrease
<b>Food safety</b>						
Inspections of registered premises	2,822	2,734	2,680	2,768	2,801	Increase
Food premises complaints	185	217	185	195	205	Increase
Food samples analysed	268	218	265	242	238	Decrease
<b>Health</b>						
Prescribed accommodation inspections conducted	97	91	134	98	149	Increase
Hairdresser, tattooist and beauty parlour inspections conducted	268	132	106	152	95	Decrease
Syringes collected and discarded through syringe disposal containers and the Community Clean-up program	19,584	22,021	20,749	18,204	19,122	Increase
Public health nuisances reviewed	239	275	234	230	245	Increase
<b>Animal management</b>						
Animal registrations	8,072	8,279	9,678	9,618	9,474	Decrease
Dogs impounded	129	142	129	138	98	Decrease
Cats impounded	120	132	150	288	103	Decrease
Reported cases of stray cats (feral or trespassing)	111	97	106	114	74	Decrease
Reported cases of stray dogs (wandering at large)	88	73	78	61	51	Decrease

Statistics	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
Reported cases of dog attacks	72	99	86	93	82	Decrease
Reported cases of barking dogs	285	278	332	380	475	Increase
<b>Local laws</b>						
Litter investigation requests	867	550	588	567	505	Decrease
Unsightly property complaints	152	122	149	145	164	Increase
Local law infringement notices issued	389	487	484	349	414	Increase
<b>Parks and open space</b>						
Ovals mowed (hectares per week)	14	14	14	14	14	Stable
Reserves and gardens maintained (hectares per week)	177.6	177.6	177.6	177.6	177.6	Stable
Playground inspections conducted	3,007	3,692	3,380	3,042	2,008	Decrease
Additional trees planted	1,305	1,466	1,117	1,519	1,325	Decrease
<b>Planning applications</b>						
Received	1,602	1,529	1,423	1,095	1,224	Increase
Decisions made	1,438	1,624	1,380	1,303	1,204	Decrease

\* The definition of community events is much broader and includes minor events and weddings.

## Performance measures

Service	Measure	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2020/21 target
Amenity	Resident satisfaction with street cleaning ^	89%	88%	87%	87%	No target
	Resident satisfaction with beach cleaning ^	92%	95%	93%	91%	No target
	Street cleaning audit compliance	95%	94%	94%	95%	≥95%
	Days taken to decide planning applications *	75	78	77	78	<75

Service	Measure	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2020/21 target
Development approvals and compliance	Planning applications decided within 60 day *	58%	60%	61%	57%	>60%
	Cost of statutory planning service *	\$2,104	\$2,555	\$2,764	\$2,617.25	<\$2,900
	Resident satisfaction with Council's planning services	79%	78%	78%	60%	>80%
Health	All critical and most major non-compliance notifications about food premises followed up on the due date *	99%	99%	100%	100%	>95%
	Days between receipt and first response actions for all food complaints *	1.8	1.7	1.6	1.7	<2
	Food premises receiving annual assessment or audit *	100%	100%	100%	100%	100%
	Cost of food safety service per premises	\$548	\$521	\$551	\$591	<\$680
Local laws and animal management	Animal management prosecutions *	5	2	6	6	<10
	Days between receipt and first response actions for all animal management requests *	1	1	1	1	<2
	Animals reclaimed *	59%	48%	48%	56%	>55%
	Cost of animal management service *	\$75.10	\$61.36	\$69.52	\$66.16	<\$80
	Days between receipt and first response actions for all local laws requests	3.03	2.33	2.20	2.04	<3
	Animals re-homed	59%	48%	48%	56%	≥55%
Public space	Resident satisfaction with parks and open space	94%	96%	94%	95%	≥90%
	Contract delivered to standard for parks and open space	95%	99%	99%	99%	≥95%
	Public space community requests resolved on time	86%	88%	87%	78%	≥85%

\* Measure is required under the Local Government Performance Reporting Framework.

^ In response to the changing environment officers were asked to reduce costs. One means to do this was reducing the Community Satisfaction Survey questions. This question was omitted from the survey in 2020/21.

**Assets**

Asset type	Result
Historical and heritage sites	31
Playgrounds and sports fields	75
Immunisation centres	6
Reserves and gardens	176 ha

**Major financial contributions (value of \$30,000 or more)**

Organisation or financial contribution type	Value 2020/21
Inner Melbourne Action Plan	\$42,000

**Budget for this direction in 2020/21**

\$54,944,941

**How is it spent?**

Operating - \$44,497,807

Capital - \$10,447,134

**How is it funded?**

Rates - \$30,953,891

Fees and charges (including parking) - \$17,554,292

Other income - \$6,436,758

**Major contracts (annualised value of \$150,000 or more)**

Contract type	Annualised value 2019/20
Parks and open space maintenance	\$5.2 million
Tree maintenance	\$3.5 million
Cleaning public facilities	\$1.7 million
Street furniture	\$686,000
Drainage maintenance	\$700,000
Graffiti removal	\$212,000

## Strategic direction 5: We thrive by harnessing creativity.

### What we want to see by 2027

- 5.1 A City of dynamic and distinctive retail precincts
- 5.2 A prosperous City that connects and grows business
- 5.3 A City where arts, culture and creative expression is part of everyday life

### How we will measure progress

Outcome indicators	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2019/20 target	2020/21 target	2027 target
Visitors to the City of Port Phillip <sup>16</sup>	3.4 million	3.5 million	3.7 million	4.3 million	3.5 million	>3.5 million	-
Residents who agree they have the opportunity to participate in affordable local community events and activities <sup>^</sup>	90%	95%	90%	84%	92%	No target	>95%
Residents who agree Port Phillip has a culture of creativity <sup>^</sup>	90%	94%	90%	85%	95%	No target	>95%

<sup>16</sup> Includes overnight stays, day trips, local visitor and people attending festivals

<sup>^</sup> In response to the changing environment officers were asked to reduce costs. One means to do this was reducing the Community Satisfaction Survey questions. This question was omitted from the survey in 2020/21.

### We thrive by harnessing creativity

- 5.1 A City of dynamic and distinctive precincts

We will work towards this outcome by:	Our priorities for the next four years:
A Enhancing the prosperity of our shopping precincts and the South Melbourne Market by working with traders and land owners by adopting a place-based approach.	<ul style="list-style-type: none"> <li>• Trial an approach that brings together residents, property owners, businesses and place users to agree a future vision and new place identity for our shopping precincts.</li> </ul>



We will work towards this outcome by:	Our priorities for the next four years:
<p>B Collaborating to ensure our entertainment and local economies thrive, while ensuring safe, enjoyable places for everyone.</p>	<ul style="list-style-type: none"> <li>• Leverage opportunities to improve the Carlisle Street retail precinct, including tram stop upgrade (<b>completed in 2018</b>), Marlborough Street redevelopment and planning for redevelopment of the supermarket precinct to enhance the retail offer and surrounding street spaces.</li> <li>• Review footpath trading policies to promote street activity and accessibility – completed 2019</li> <li>• Continue to collect special rates to support traders and fund the promotion, marketing and development of retail precincts.</li> <li>• Develop a strategic vision and business case for the South Melbourne Market to shape the future direction and investment, and plan for and deliver renewal works.</li> <li>• Work with inner Melbourne councils to develop approaches to better manage licenced premises and entertainment precincts.</li> <li>• Develop a process to require developers to work with Council to commission art on hoardings</li> </ul>

## 5.2 A prosperous City that connects and grows business

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Fostering the knowledge economy and creative industry clusters.</p> <p>B Facilitating innovation and investment that enables businesses to start-up, connect and grow.</p> <p>C Partnering to promote Port Phillip as a visitor destination in a way that respects local amenity.</p>	<ul style="list-style-type: none"> <li>• Develop a Creative and Prosperous City Strategy that features all elements of our City's economy – <b>Completed in 2018.</b></li> <li>• Map the innovation and creative ecosystem of the City to understand and prioritise options to address issues of affordability and availability of space.</li> <li>• Work with inner city councils and Victorian Government to protect, promote and grow the local creative and innovation economy.</li> <li>• Develop and implement a marketing plan to promote the local environment, attractions and events to locals and visitors.</li> <li>• Connect local industry associations, including visitor and volunteer groups like the Port Melbourne Waterfront Welcomers with the broader visitor economy.</li> </ul>

5.3 A City where arts, culture and creative expression are part of everyday life

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Promoting and celebrating community creativity and participation in art, music, culture, heritage and festivals.</p> <p>B Activating our public spaces and streets through local cultural events and urban art.</p> <p>C Transforming our library services and spaces to support inclusive, creative opportunities and learning outcomes.</p>	<ul style="list-style-type: none"> <li>• Support the community to plan and produce festivals that celebrate local culture and talent.</li> <li>• Implement a new, competitive multi-year grant program for arts and cultural organisations.</li> <li>• Optimise our investment in our key arts and culture venues, including engaging with operators of Gasworks Arts Park and Linden Gallery to ensure we foster access, participation, local arts development and Port Phillip as a cultural destination.</li> <li>• Implement the Events Strategy through event attraction and communications.</li> <li>• Deliver improvements to library branches and the library collection, including preparing a Library Action Plan and planning for redeveloping the St Kilda Library.</li> <li>• Protect and develop the Port Phillip City collection by acquiring, preserving and exhibiting artworks.</li> <li>• Develop and implement a Live Music Action Plan to better support, facilitate and grow a dynamic live music scene.</li> </ul>

**This direction is supported by:**

Advocacy priorities	<p>Advocate for Victorian Government funding to support City of Port Phillip festivals.</p> <p>Advocate to Creative Victoria to resource and support the reinvention of libraries to help increase the impact of creative industries at a local level.</p>
Engagement and partnership priorities	<p>Working with creative practitioners to create opportunities for industry experience, collaboration and innovation.</p>
Strategies, policy and plans *	<ul style="list-style-type: none"> <li>• Art and Soul: Creative and Prosperous City Strategy 2018-22</li> <li>• Aboriginal and Torres Islander Arts Strategy 2014-2017</li> <li>• Events Strategy 2018-22</li> <li>• Port Phillip City Collection Policy 2017</li> <li>• South Melbourne Market Strategic Plan 2015-2020</li> <li>• St Kilda Esplanade Market Strategic Plan 2016-2020</li> <li>• St Kilda Festival Strategy and Multi-Year Operational Plan 2016-2018</li> </ul>

\* These are mapped to the direction they primarily contribute to. Some strategies, plans and policies will contribute to multiple directions.

### Key projects that will be underway by 2027

Service	Project	Cost (2017/18 to 2020/21 projection)	Council's role	17/18	18/19	19/20	20/21	20/21- 26/27
Arts, culture and heritage	Creative and Prosperous City Strategy Development and Implementation * °	\$1,232,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Finish
	Linden New Art Upgrade *	\$2,262,000	Deliver	Ongoing	Finish	n/a	n/a	n/a
	Palais Theatre capital works	\$1,102,000	Deliver	Start	Ongoing	Ongoing	Finish	n/a
	Placemaking Program *	\$1,039,000	Deliver	n/a	Start	Ongoing	Ongoing	Finish
	South Melbourne Town Hall Renewal and Upgrade	\$1,352,000	Deliver	n/a	Start	Ongoing	Ongoing	Finish
Libraries	Library Purchases	\$3,113,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	St Kilda Library Redevelopment Strategy	\$82,000	Deliver	n/a	Start	Ongoing	Ongoing	Ongoing
South Melbourne Market	South Melbourne Market Building Compliance	\$2,273,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Finish
	South Melbourne Market Renewal Program	\$771,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	South Melbourne Market Strategic Business Case	\$329,000	Deliver	Start	Ongoing	Ongoing	Finish	n/a

\* This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the *Local Government Act 1989*.

° All initiatives identified in the strategy's action plan will be reported on in Council's Annual Report.

### Services that contribute to this direction

Service	2020/21	2021/22	2022/23	2023/24
<b>Arts, culture and heritage</b>	Operating	Operating	Operating	Operating
Deliver programs, services and spaces and promote community participation and engagement in arts, culture and heritage; provide funding support for artists and cultural organisations; manage	\$5,403,904	\$5,163,903	\$4,843,296	\$4,925,369

Service	2020/21	2021/22	2022/23	2023/24
and develop the Port Phillip City Collection; plan, develop and support new and existing creative industries.	Capital \$1,157,904	Capital \$3,074,100	Capital \$3,070,392	Capital \$80,544
<p><b>Economic development and tourism</b></p> <p>Support local businesses and enable activity centres in our community that contribute to a high standard of living; provide business mentoring training and support for new and existing businesses to help them develop and grow in partnership with the state government; work with local co-working spaces to grow the start-up ecosystem in Port Phillip; operate three special rates in activities centres; support local Traders' Associations achieve economic objectives; implementation of the Placemaking Action Plan with focus on Fitzroy Street St Kilda, South Melbourne and Port Melbourne Waterfront.</p>	Operating \$1,004,211  Capital \$0	Operating \$850,897  Capital \$0	Operating \$453,825  Capital \$0	Operating \$464,560  Capital \$0
<p><b>Festivals</b></p> <p>Provide the St Kilda Festival, St Kilda Film Festival, Indigenous arts program events, Yalukut Weelam Ngargee event and Live N Local event; ensure that events activate neighbourhoods across all parts of our city and grow local businesses and industries; support, partner or leverage large events in the local area and within wider Melbourne to bring or retain visitors to the municipality' operate and promote the St Kilda Esplanade Market; support and permit local markets (for example, Gasworks, Veg Out, Hank Marvin).</p>	Operating \$4,581,408  Capital \$0	Operating \$46,600,284  Capital \$0	Operating \$4,620,825  Capital \$0	Operating \$4,719,259  Capital \$0
<p><b>Libraries</b></p> <p>Operate five libraries across Port Phillip; provide branch-based, online and in-home library and information services, including access to technology, free Wi-Fi and skilled staff; provide flexible, safe and welcoming community spaces for all age groups; present a range of literacy and life-long learning programs and events that encourage participation and support individual and community; provide children's learning and play activities.</p>	Operating \$4,431,595  Capital \$652,000	Operating \$4,539,336  Capital \$1,252,000	Operating \$4,587,525  Capital \$1,552,000	Operating \$4,704,248  Capital \$5,852,000
<p><b>South Melbourne Market</b></p> <p>Ensure the market operates in a sustainable and economically viable manner; manage a safe and family friendly market for all ages and abilities to enjoy; provide special events and programs such</p>	Operating \$6,512,138  Capital \$1,565,000	Operating \$6,330,054  Capital \$2,185,000	Operating \$6,344,740  Capital \$3,225,000	Operating \$6,468,357  Capital \$3,325,000

Service	2020/21	2021/22	2022/23	2023/24
as the Night Markets, Mussel Festival and NEFF kitchen; provide a friendly, accessible meeting place where people can feel part of a community.				

### Service information

Measure	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
<b>Libraries</b>						
Loans made at our five library branches	795,928	748,524	716,561	943,968	937,409	Decrease
Inter-library loans	5,526	4,082	4,976	4,851	5,267	Increase
Total library visits	677,194	670,179	687,565	661,916	646,662	Decrease
Programs run	530	442	478	534	468	Decrease
Attendees at our programs	43,769	35,619	33,922	31,923	30,899	Decrease
New books added to the collection	19,732	19,866	21,462	19,933	20,187	Decrease
<b>Arts and Festivals</b>						
Filming permits issued	252	290	228	270	316	Increase
Attendance at St Kilda Festival	420,000	450,000	400,000	460,000	460,000	Stable
<b>South Melbourne Market</b>						
Visitors to the South Melbourne Market during the year	4,644,521	4,724,196	5,001,932	5,130,400	5,567,704	Increase

### Performance measures

Service	Measure	Result 2015/16	Result 2016/17	Result 2017/18	Result 2018/19	Target 2020/21
Arts, culture and heritage / Festivals	Resident satisfaction with delivering arts and festivals ^	97%	96%	92%	90%	No target

Service	Measure	Result 2015/16	Result 2016/17	Result 2017/18	Result 2018/19	Target 2020/21
Economic development and tourism	Residents who agree their local area has a good range of business services and local conveniences <sup>^</sup>	94%	95%	92%	92%	No target
	Resident satisfaction with visitor management <sup>^</sup>	92%**	94%	86%	84%	No target
Libraries	Active library members in the community	19.4%	19.1%	19.1%	18.6%	≥21%
	Number of collection items purchased in the last five years (standard of library collection) *	47%	51%	51%	49%	≥51%
	Cost per capita of library service*	\$38.38	\$39.10	\$39.16	\$37.42	≤\$38.00
	Visits to library per capita	6.5	6.4	6.0	5.7	≥6.5
	Rate of turnover for physical items (loans per item) *	4.8	4.5	4.4	4.3	≥4.5
South Melbourne Market	Residents who agree South Melbourne Market is a significant benefit to residents <sup>^</sup>	99%	98%	98%	98%	No target

\* Measure is required under the Local Government Performance Reporting Framework.

\*\* Result is from November 2016

<sup>^</sup> In response to the changing environment officers were asked to reduce costs. One means to do this was reducing the Community Satisfaction Survey questions. This question was omitted from the survey in 2020/21.

### Major leases on council assets

	Market rental (estimate*)	Rent per year (excluding GST)
Australian National Academy of Music (ANAM), South Melbourne Town Hall	\$450,000	\$1,022 <sup>17</sup>
Gasworks Arts Inc, Gasworks Arts Park	\$653,000	\$104
Linden New Art, 26 Acland Street, St Kilda	\$370,000	\$104

\* Market rent determined by valuation report.

<sup>17</sup>In addition, ANAM contributes \$120,000 per annum as a capital contribution to renewing the building.

### Assets

Asset type	Result
Library branches	5
Library books	206,749
Value of Council-owned art works	\$16.8 million
Arts facilities	4
Value of South Melbourne Market	\$20.2 million

### Major financial contributions (value of \$30,000 or more)

Organisation or financial contribution type	Value 2020/21
Gasworks Arts Park management and programming	\$605,000
Linden New Art management and programming	\$351,000
St Kilda Film Festival (proposed to move to predominantly online with an opening night event)	\$145,000
Local Festivals Fund	\$135,000
Cultural Development Fund	\$100,000

Organisation or financial contribution type	Value 2020/21
Indigenous Arts and Events	\$37,000
Yalukut Weelam Ngargee	\$67,000
Pride March	\$65,000
Live N Local	\$80,000

### Major contracts (annualised value of \$150,000 or more)

Contract type	Annualised value 2020/21
St Kilda Festival	\$1.7 million
South Melbourne Market cleaning	\$1.2 million

### Budget for this direction in 2020/21

\$25,308,160

### How is it spent?

Operating - \$21,933,256

Capital - \$3,374,904

### How is it funded?

Rates - \$12,398,183

Fees and charges (including parking) - \$4,732,940

Other income - \$8,177,037

## Strategic direction 6: Our commitment to you.

### What we want to see by 2027

6.1 A financially sustainable, high performing, well-governed organisation that puts the community first

### How we will measure progress

Outcome indicators	2015/16 result	2016/17 result	2017/18 result	2018/19 result	2020/21 target	2027 target
Satisfaction with community consultation and engagement (index)*	62	60	56	61	≥65	≥70
Proportion of residents who have participated in community engagement activities	No score	No score	5%	5%	≥5%	≥9.5%
Satisfaction with the overall performance of Council (index)	64	67	63	65	≥70	≥70
Overall financial sustainability risk rating	Low	Low	Low	Low	Low	Low
Efficiency savings as a percentage of operating expense (excluding depreciation)	1.8%	1.2%	1.0%	1.0%	≥1.5%	≥1.5%

\* Measure is required under the Local Government Performance Reporting Framework.

<sup>18</sup> As measured against the VAGO Financial Sustainability Risk Framework.

### Our commitment to you

6.1A financially sustainable, high performing, well-governed organisation that puts the community first

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Improving customer experience and technology and being more innovative.</p> <p>B Improving community engagement, advocacy, transparency and governance.</p>	<ul style="list-style-type: none"> <li>Implement our Customer Experience Improvement Plan and Information and Communications Technology Strategy to streamline processes, improve systems, improve workforce mobility and transition to digital service delivery.</li> <li>Be the partner of choice for other councils and organisations to work with, to enable improved customer experience, productivity and innovation.</li> </ul>



<b>We will work towards this outcome by:</b>	<b>Our priorities for the next four years:</b>
<p>C Inspiring leadership, a capable workforce and culture of high performance and safety.</p> <p>D Ensuring sustainable financial and asset management and effective project delivery.</p>	<ul style="list-style-type: none"> <li>• Be catalysts for greater community action, including by opening up more of our data to the public.</li> <li>• Develop and implement a Community Engagement Policy.</li> <li>• Develop and implement an advocacy strategy to advance Council and community priorities – completed 2018.</li> <li>• Improve our enterprise planning, performance, risk and compliance frameworks.</li> <li>• Deliver the Council Election 2020.</li> <li>• Improve record-keeping, including digitising historical records.</li> <li>• Implement the outcomes from the review of the Local Government Act.</li> <li>• Upgrade the organisation’s financial and asset management systems, processes and practices.</li> <li>• Invest in improving the condition, functionality, capacity and sustainability of Council assets.</li> <li>• Continue to build organisational capability and maturity in project management.</li> <li>• Review our rating strategy, property policy and investment policy.</li> <li>• Review the organisation’s People and Culture Strategy and develop a workforce plan.</li> <li>• Improve the organisation’s health and safety practices.</li> <li>• Embed environmental and social responsibility into the way we work including monitoring measures of gender equity.</li> </ul>

**This direction is supported by:**

<b>Advocacy priorities</b>	<ul style="list-style-type: none"> <li>• Advocate to the Victorian Government for access to Fishermans Bend development contributions to support delivery of community infrastructure.</li> </ul>
<b>Engagement and partnership priorities</b>	<ul style="list-style-type: none"> <li>• Work with the Municipal Association of Victoria (MAV) to advocate for a cost-shift index to be applied to the Victorian Government cap on rates increases.</li> </ul>

- Work with other councils, the MAV, and organisations on opportunities to drive efficiency and service improvements through collaborative procurement, process and system improvement, and where relevant, service delivery.

#### Strategies, policy and plans\*

- Asset management plans
- Asset Management Policy 2017 and Strategy (*under development*)
- Civic Recognition and Support Strategy
- Councillor Code of Conduct (including Councillor Support and Expense Reimbursement Policy 2016)
- Employee Code of Conduct
- Organisational Strategy 2017-21
- Property Policy
- Risk Management Policy 2017-19

\* Strategies, plans and policies are mapped to the direction they primarily contribute to. Some strategies, plans and policies will contribute to multiple directions.

#### Key projects that will be underway by 2027

Service	Project	Cost (2017/18 to 2020/21 projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2020/21-26/27
Asset management	Building Renewal and Upgrade Program	\$9,627,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Building Safety and Accessibility Program	\$5,336,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Council Fleet Renewal Program	\$3,166,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	South Melbourne Town Hall Lifts and Ramp Upgrade	\$1,365,000	Deliver	Start	Ongoing	Finish	n/a	n/a
	Staff Accommodation Plan Development and Workplace Plan Implementation	\$1,956,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Finish

Service	Project	Cost (2017/18 to 2020/21 projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2020/21-26/27
Communications and engagement	Council Plan and Budget Community Engagement	\$209,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Technology, transformation and customer experience	Business Enablement and Innovation Fund	\$462,000	Deliver	Ongoing	Ongoing	Finish	n/a	n/a
	Core IT Infrastructure Renewal and Upgrade Program	\$4,819,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Customer Experience Program *	\$21,323,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Finish

\* This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the *Local Government Act 1989*.

### Services that contribute to this direction

Service	2020/21	2021/22	2022/23	2023/24
<b>Asset management</b> Develop property and asset management strategy, policy and plans; provide property and asset management advice and support; manage Council's properties including leasing, licensing, acquisition and disposal; manage meetings and events in Council's town halls and community centres; develop and sponsor asset renewal programs and property projects; manage staff accommodation.	Operating \$14,788,061  Capital \$5,347,968	Operating \$14,627,105  Capital \$5,949,700	Operating \$14,568,097  Capital \$5,448,464	Operating \$14,882,305  Capital \$5,599,848
<b>Communications and engagement</b> Enable two-way communication between Council and the community; publish accessible information for the community on Council's services, programs, projects, corporate governance and key initiatives; promote Council's decisions, advocacy, events and activities through proactive media and communications; inform and engage our workforce with internal communications.	Operating \$2,317,528  Capital \$0	Operating \$2,380,490  Capital \$0	Operating \$2,409,433  Capital \$0	Operating \$2,472,067  Capital \$0
<b>Customer experience</b> Develop the customer experience strategy and policy; manage the Customer Experience Improvement Program, which includes replacement customer service systems, tools, training, advice and support; report on customer service performance; provide customer service through counters at Council towns halls and a customer call centre; service design and evaluation including service reviews.	Operating \$12,242,033  Capital \$0	Operating \$5,570,843  Capital \$0	Operating \$4,701,961  Capital \$0	Operating \$3,773,047  Capital \$0

Service	2020/21	2021/22	2022/23	2023/24
<b>Finance and project management</b> Develop financial strategy, policies and plans including the 10-year financial plan, annual budget, and 10-year project portfolio; financial, procurement, contract management and project management advice, training and support; fleet management, payroll, rating and property valuation services.	Operating \$3,428,610  Capital \$42,958	Operating \$11,142,055  Capital \$57,575	Operating \$3,731,207  Capital \$52,734	Operating \$3,851,545  Capital \$65,988
<b>Governance risk and policy</b> Support Councillors to make well-informed decisions; manage Council's obligations in privacy and information management; ensure risk management is integrated into strategic and decision making processes; ensure robust planning, reporting, and risk and claims management; maintain Council's insurance policies, respond to claims and assess damage to our assets; coordinate independent assessment of Council compliance and performance through the Audit and Risk Committee; develop policies (e.g. Code of Conduct) and strategic documents to support Council activities.	Operating \$7,988,857  Capital \$21,936	Operating \$6,841,085  Capital \$29,400	Operating \$6,750,550  Capital \$26,928	Operating \$6,876,217  Capital \$33,696
<b>People, culture and capability</b> Develop people and culture, and workplace health and safety strategies and policies; provide human resource management processes, systems, training, advice and support; advise and support on workplace relations and industrial relation; provide workplace health and safety processes, systems, training and advice including management of return to work; manage staff recruitment, capability development and change management.	Operating \$4,945,579  Capital \$10,968	Operating \$4,675,908  Capital \$14,700	Operating \$4,583,542  Capital \$13,464	Operating \$4,686,429  Capital \$16,848
<b>Technology</b> Develop information, communication and technology strategy and policy; design and deliver process and system improvements to support service delivery; provide technology, continuous improvement and records management training, advice and support; manage Council's technology assets, records, data and information; and provide data analysis and reporting and process and system improvement services.	Operating \$10,897,906  Capital \$871,936	Operating \$10,740,698  Capital \$1,229,400	Operating \$10,669,728  Capital \$826,928	Operating \$10,858,100  Capital \$833,696

## Performance measures

Service	Measure	Result 2015/16	Result 2016/17	Result 2017/18	Result 2018/19	Target 2020/21
Asset management	Asset management maturity	883	815	952	1,025	≥1,100
	Asset renewal as a percentage of depreciation* <sup>20</sup>	72%	92%	58%	63%	

Service	Measure	Result 2015/16	Result 2016/17	Result 2017/18	Result 2018/19	Target 2020/21
Finance and project management	Rates collection rate	98%	98%	98%	98%	≥98%
	Return on financial investments	2.88%	2.67%	2.60%	2.65%	50 basis points above the 90-day BBSW swap rate (0.6%)
	Percentage of priority projects on track	68%	93%	61%	90%	≥80%
	Project management maturity score	18.1	19.3	20.4	23.0	≥21
Governance and engagement	Council decisions closed to public*	7%	7%	8%	9%	≤10%
	Councillor attendance rate at Council meetings*	92%	96%	93%	94%	≥90%
	Direct cost of delivering Council's governance service per Councillor*	\$57,337	\$59,459	\$48,688	\$56,441	≤\$95,000
	Material legislative breaches	9	4	5	4	0
	Audit actions completed on time	93%	92%	86%	100%	≤90%
	Community satisfaction with advocacy (index)	59	57	56	58	≥62
	Community satisfaction with Council decisions (index)	59	57	57	59	≥62
People, culture and capability	Staff engagement score (Methodology changed in 2018)	74%	73%	74%	74%	≥78%
	Staff alignment score (Methodology changed in 2018)	59%	57%	60%	62%	≥65%
	Staff turnover*	10.4%	11.4%	11.5%	18.04%	≤10%
	Total recordable injury frequency rate per million work hours	19.4	15.7	30.4	36.4	<21.8
Customer experience	Community time saved (days)	19,054	72,258	4,344	5,482	≥50,000
	Staff time saved (hours)	3,401	4,430	5,818	15,926	≥10,000

Service	Measure	Result 2015/16	Result 2016/17	Result 2017/18	Result 2018/19	Target 2020/21
	Community satisfaction with customer service (index)	71	72	72	74	≥75
	Calls answered within 30 seconds	78%	83%	82%	83%	≥80%
	Requests resolved within agreed timeframe	91%	94%	94%	93%	≥80%
	Percentage of residents that agree the website is easy to use and navigate through the sections you want <sup>^</sup>	87%	88%	87%	89%	No target

\* Measure is required under the Local Government Performance Reporting Framework.

<sup>20</sup> Council uses VAGO asset renewal / upgrade to depreciation as a key measure of financial sustainability.

<sup>^</sup> In response to the changing environment officers were asked to reduce costs. One means to do this was reducing the Community Satisfaction Survey questions. This question was omitted from the survey in 2020/21.

### Major leases on council assets

Lessee	Market rental (estimate*)	Rent per year (excluding GST)
Access Arts Victoria - 222 Bank Street, South Melbourne	\$230,000	65,239
Brewsters - Ground floor, 147 Liardet Street, Port Melbourne	\$229,383	Equals market rental estimate
Café Watersedge - 11 Waterfront Place, Port Melbourne	\$170,000**	\$64,678
Decanters by the Bay – 174 Nott Street, Port Melbourne	\$0	\$106,923
Elwood Bathers - 15 Elwood Foreshore, Elwood	\$232,989**	Equals market rental estimate
Foreshore Providore Pty Ltd – 63a Ormond Esplanade, Elwood	\$119,400	\$80,131
Palais Theatre Live Nation - 14 Lower Esplanade, St Kilda	\$0 <sup>#</sup>	\$912,132
Redside - 9 Waterfront Place, Port Melbourne	\$205,000**	\$ 41,292
Sandbar Beach Café - 175B Beaconsfield Parade, Albert Park	\$0	\$127,200
Schiavello Group - 13 Waterfront Place, Port Melbourne	\$210,000**	\$63,855
Shorething Donovans - 36 Jacka Boulevard, St Kilda	\$0	\$318,519
St Kilda Sea Baths Car Park - 8 Jacka Boulevard, St Kilda	\$275,000**	Equals market rental estimate

Lessee	Market rental (estimate*)	Rent per year (excluding GST)
St Kilda Marina - 42A Marine Parade, St Kilda	\$255,000	\$134,000
Stokegroup - 30 Jacka Boulevard, St Kilda	\$0	\$589,990 <sup>21</sup>
The Vineyard - 71A Acland Street, St Kilda	\$0	\$243,132
West Beach Bathing Pavilion - 330 Beaconsfield Parade, St Kilda West	\$350,000	\$0 <sup>22</sup>

Unless otherwise stated, market rental is determined by valuation report.

\*\* Market rent is Net Annual Value – a rating calculation for market rent undertaken every two years for rating purposes and used where a valuation report is not available.

# This will increase by the March quarter CPI – currently not known.

## This is the current rental. Rental undergoing market review process.

<sup>21</sup> The Stokehouse lease allows for initial discounts related to the fire reinstatement and business reestablishment, reflecting direct investment by the Stokehouse operators.

<sup>22</sup> Percentage of turnover above threshold amount is currently under review.

## Service information

Measure	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
<b>Communications and engagement</b>						
Number of projects that we engaged the community on	30	30	30	37	43	Increase
Number of pieces of feedback on the Council Plan and Budget	400	1,000	2,000	65	662	Increase
Number of twitter followers	-	5,450	6,979	7,497	7,718	Increase
<b>ASSIST customer service</b>						
Number of customer interactions	206,802	206,465	203,579	161,843	162,677	Increase
Face to face interactions at Council service centres	43,967	40,217	37,622	28,345	32,164	Increase
Phone calls answered by ASSIST	111,561	112,913	107,163	98,790	94,677	Decrease
Administration tasks handled by ASSIST	55,696	53,335	58,794	34,708	35,836	Increase
Percentage of ASSIST phone calls answered within 30 seconds	76.33	77.65	83.34	81.00	77.00	Decrease
<b>Service and business improvement</b>						
Lean Practitioners	20	40	54	45	41	Decrease
<b>Property management</b>						

Measure	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
Leases and licences managed by Council	132	170	172	195	195	Stable
Building maintenance requests processed	4,942	5,106	5,313	4,855	4,855	Stable

### Major contracts (annualised value of \$150,000 or more)

Contract type	Annualised value 2020/21
Electricity	\$1.2 million
Insurance services °	\$1.5 million
Security services °	\$1.4 million
Valuation services	\$240,000
Microsoft licensing agreements	\$650,000
Banking and bill payment services	\$750,000
Internet network services	\$620,000
Stationery and associated services	\$453,000
Recruitment services	\$160,000
Printing services °	\$260,000
Mechanical maintenance services	\$402,000
Internal audit and core assurance services	\$174,000
Diversity newsletter	\$201,000

° Actual expenditure is allocated to relevant services.

### Assets

Asset type	Result
Council corporate fleet cars	123
Computers	826
Mobile phones	614

### Major financial contributions (annual value of \$30,000 or more)

Organisation or financial contribution type	Value 2019/20
Councillor committee donations and neighbourhood contributions (proposed to be suspended for 2020/21, saving \$36,000)	\$0

### Budget for this direction in 2020/21

\$62,904,339

#### How is it spent?

Operating - \$56,608,573

Capital - \$6,295,766

#### How is it funded?

Rates - \$30,633,479

Fees and charges (including parking) - \$9,198,166

Other income - \$23,072,694



## Delivering our strategic directions

### Four-year budget at a glance

		Value per \$100 of rates
<b>We embrace difference, and people belong</b>	Operating - \$153,775,934	\$16
	Capital - \$39,258,820	
<b>We are connected and it's easy to move around</b>	Operating - \$90,094,918	\$16
	Capital - \$29,901,000	
<b>We have smart solutions for a sustainable future</b>	Operating - \$87,495,017	\$15
	Capital - \$9,619,990	
<b>We are growing and keeping our character</b>	Operating - \$175,975,313	\$20
	Capital - \$42,044,115	
<b>We thrive by harnessing creativity</b>	Operating - \$85,549,733	\$11
	Capital - \$26,990,940	
<b>Our commitment to you</b>	Operating - \$207,400,988	\$22
	Capital - \$26,495,135	

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

## 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.

The 10-year Financial Plan is in Section 3.

## Addressing our financial challenges

Over the next 10 years, we will face many challenges that require strong financial leadership and creative solutions to overcome them. Key amongst these challenges will be rates capping, which impacts our ability to fully control approximately 57 per cent of our key revenue source. Without action, the Financial Plan forecasts a cumulative \$115 million funding gap due to rate capping.

The impact of population growth, which is projected to increase by over 50 per cent by 2041 largely driven by Fishermans Bend and some other pockets 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. We will invest over \$76 million over the 10-year period to implement the Integrated Transport Strategy.

While our population is growing, it is also changing. We are fast becoming a 24-hour city. Around one in every 12 workers works from home – this is likely to increase post Covid-19. We can expect increasing demand for Council services to be delivered online, and greater engagement through social media and other digital means. We will need to respond to this demand and consider the opportunities that technological advances offer for new methods of service delivery that have the potential to offer efficiencies and improved community outcomes. The digital shift will reshape how we deliver services and engage our community in decision making, which sees council investing \$16 million over the 10-year period to reshape how we deliver services and engage our community in decision making.

The City of Port Phillip has always been a bold, liveable, caring and beautiful place. Our history and heritage remind us we have long been Melbourne's creative playground. Arts, creativity and innovation are in our DNA. Our diversity and inclusiveness are our future. However, we face both challenges and opportunities from urban development and growth which mean we need to be more considered and proactive to ensure the social, cultural and economic wellbeing of our community, and to think differently about how best to support accessibility and diversity. Some of the important challenges we face include those of densifications which can create tension between competing land uses, and we see this acutely when managing the local impacts of festivals, events and live music. Gentrification, escalating land values and the rising cost of rent also present a challenge for creative practitioners, entrepreneurs and small businesses. The changing retail environment, rise of the sharing economy and flexible employment models are driving an evolution of our places and the experiences people have in our City.

We propose to harness the creativity of the City of Port Phillip and will seek to achieve this by creating a City of dynamic and distinctive places and precincts; building a prosperous City that connects and grows business as well as bringing arts, culture and

creative expression to everyday life and contributing to Melbourne's liveability. We will invest \$13 million to implement the Creative and Prosperous City Strategy (Art and Soul).

Our City needs to be environmentally sustainable and 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 over \$37 million to ensure a sustainable future for the 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.

We closely monitor the affordability of services and recognise ongoing community concerns about the financial impost of rates and the cost of other essential services. As such, 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.

### **Delivering efficiency and cost savings**

The community's expectations for better value service delivery are of primary concern to Council. We have identified permanent operational savings of \$4.9 million in Budget 2020/21. This adds to the \$13.0 million of savings delivered in the last six budgets.

Over the period of the financial plan, we will target efficiency savings equivalent to one per cent (approximately \$1.9 million) of operating expenditure (less depreciation) per annum. Together with benefits to be realised from the Customer Experience Program, our cost base is expected to reduce by a cumulative \$75 million over the 10-year period.

Key initiatives to deliver these savings include a service review program to better define service requirements and target support, a 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 remain relevant, convenient and responsive to our ratepayers as we move into the digital age while maintaining our face-to-face service delivery. We expect to see a more efficient

organisation which 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 have been embedded into the 10-year period.

### **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 to service the debt. Borrowings will not be used to fund ongoing operations.

The financial plan includes paying off our existing \$7.5 million loan in 2021/22 from a draw down on our cash reserve. We expected the financial benefits (net interest savings) of \$0.30 million per annum outweighs the reduced cash for contingency & liquidity. Borrowing will be reviewed annually as part of the budget process and as needed as consideration for large 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 such as the Ferrars Street Education and Community Precinct works (\$9.8 million). The plan allocates five per cent of Fishermans Bend derived rates to the Municipal Growth Fund to be invested in Fishermans Bend. We will continue to use open space contributions for investment in parks and foreshore open space assets.

The Financial Plan also includes a progressive build-up of the Palais Theatre Reserve funded from significantly increased rental returns following the recent successful leasing process to ensure funds are available to maintain the theatre over the long term.

### **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.

Draft Budget 2020/21 includes several service reductions which totals \$1.3m.

In addition to the disciplined budget setting and expenditure monitoring, the strategy in the financial plan provides \$5.5 million per annum for operating projects including cloud-based technology which will be recognised as operating.

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

### **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 and/or cause expenditure should make an appropriate contribution to the service balanced by the capacity of people to pay.

The Financial Plan links increases in Council user charges to inflation plus 0.25 percentage points from 2020/21. This is forecast to contribute a cumulative \$1.7 million of additional income to council and lowers our dependency on rates revenue. 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 the financially disadvantaged groups of the community. In addition to our commitment to keeping rates affordable, we offer assistance packages:

- A pensioner rebate that will increase by 2.9 per cent to \$175 in 2020/21. The City of Port Phillip is one of very few councils that offer 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 2019/20 financial year, 2020/21 financial year has not been released).
- Providing a 50 per cent waiver of the general rate for housing accommodation that provides reduced rentals for elderly 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. Beyond this period, sustainability will be tested particularly if other financial risks materialise. The Budget 2020/21 cash surplus of \$0.99 million is greater than our long-term target of \$0.50 million, as this is needed to cover for the following enterprise risks:

- The Financial Plan assumes rates capping based on inflation. Since its introduction, the Minister for Local Government has prescribed rate increases based on inflation, which has been lower than ESC's recommendation. Every 0.1 per cent lower than the ESC methodology equates to a \$0.13 million reduction per annum in revenue.
- The risk of Covid-19 lasting longer than projected. Uncertainty remains on the length and severity of its impact over the short and medium term.
- A more subdued property development market may result in:
  - Rates revenue growing at a lower rate than projected; around 0.5 to 1.3 per cent per annum financial plan assumption. Every 0.1 per cent reduction in growth equates to a \$0.13 million reduction in revenue.
  - Lower user fees and statutory fees including statutory planning, street occupation permits, road closures, skip bins. A 10 per cent drop in activity could result in a revenue reduction of \$0.42 million.
- Parking revenue, which is our second largest revenue source, is historically volatile and can be impacted by the macro-economic environment. A 1.0 per cent reduction in revenue from parking fees and fines equates to a \$0.38 million per annum reduction in revenue.
- There may be a large funding gap between the infrastructure desired in Fishermans Bend and what is able to be funded. A failure to appropriately budget for the costs of running and looking after new assets in Fishermans Bend is also a risk.
- The possibility of a future unfunded defined benefits superannuation call.
- Future reductions in funding from other levels of government or increases in cost shifting.
- The implementation and ongoing cost of the four bins kerbside collection service required under the recently announced Recycling Victoria policy are being worked on. High level provisions are included in the plan.
- Works in progress to test key sites to quantify likely financial impact of soil contamination – no provision included in the 10-year period.
- Not realising full benefits of the Customer Experience & Transformation program.

- A major, unexpected, asset renewal/upgrade challenge.

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

### Monitoring our financial sustainability

We use the Victorian Auditor General's (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 demonstrate 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, as shown in the table below.

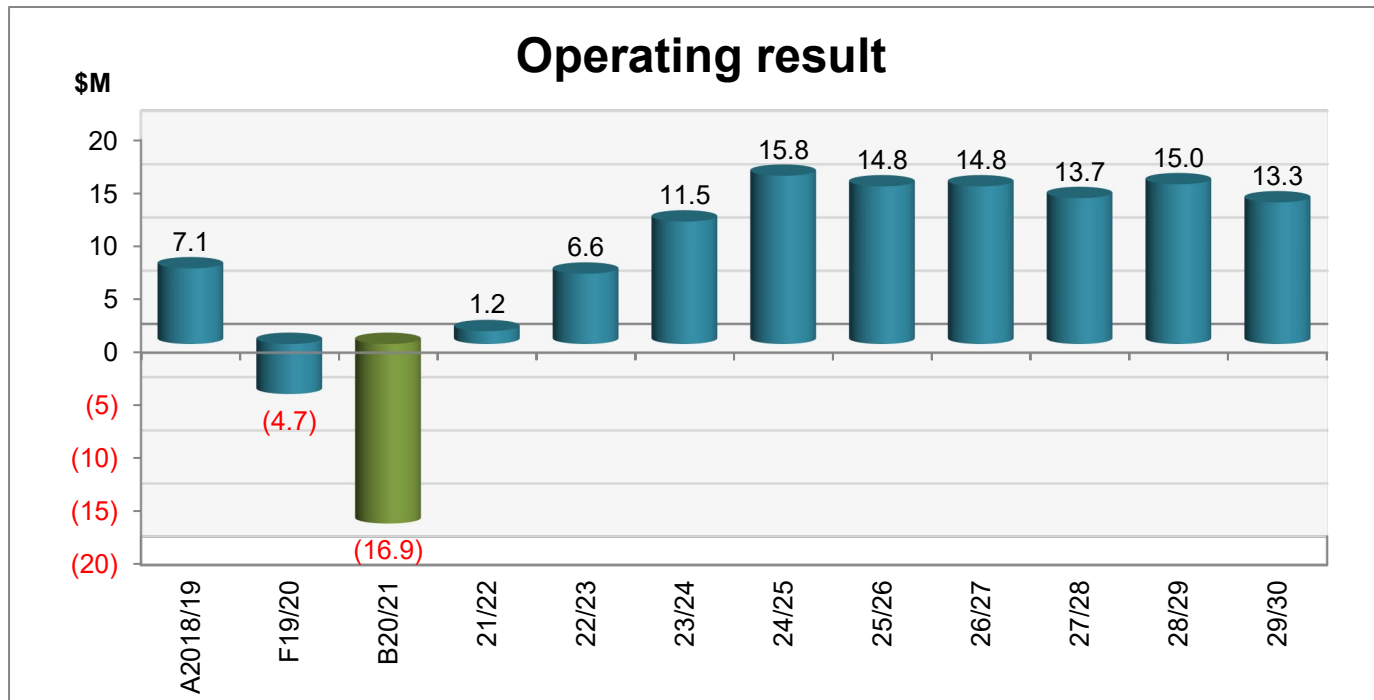
#### VAGO financial indicators

Indicator	Indicator Targets	Forecast Projections										
		2019/20	2020/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Net Result %	Greater than 0%	(2.1%)	(7.7%)	0.5%	2.7%	4.6%	6.1%	5.6%	5.4%	4.9%	5.2%	4.5%
Adjusted underlying result	Greater than 5%	(7.1%)	(10.0%)	(2.7%)	(0.8%)	0.9%	1.9%	2.1%	2.0%	2.2%	2.6%	1.9%
Working Capital	Working Capital Ratio >100%	299%	199%	198%	192%	200%	216%	228%	238%	244%	252%	254%
Internal Financing	Net cashflow from operations to net capital expenditure >100%	78%	93%	87%	99%	114%	122%	118%	116%	113%	114%	109%
Indebtedness	Indebtedness ratio <40%	5.3%	1.5%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%
Capital Replacement	Capital to depreciation >150%	104%	102%	159%	159%	153%	154%	153%	154%	154%	154%	154%

Indicator	Indicator Targets	Forecast Projections										
		2019/20	2020/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Infrastructure Renewal Gap	Renewal & upgrade to depreciation >100%	85%	96%	150%	150%	140%	131%	130%	131%	131%	131%	131%
Overall Financial Sustainable Risk Rating		Med	Med	Low	Low	Low	Low	Low	Low	Low	Low	Low

## Financial Overview

### Operating result



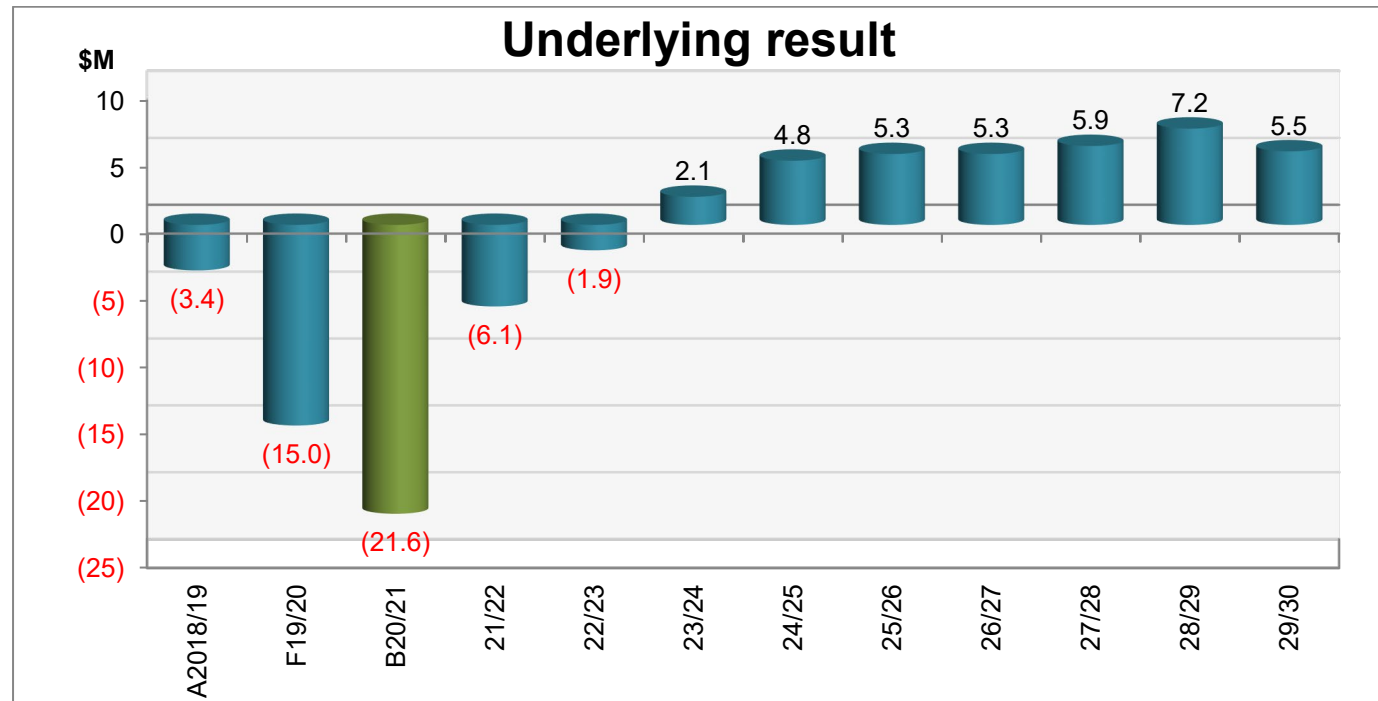


Achieving an operating surplus is a key component of our financial strategy. It provides capacity to maintain and renew our \$3.2 billion portfolio of community assets, meet debt repayment obligations, manage the impact of financial risks materialising, and invest in transformative strategies.

The expected \$32m impact of Covid-19 on revenue across 2019/20 and 2020/21 with resultant operating losses of \$4.7m and \$16.9m respectively. The draft budget 2020/21 plans to address the funding deficit with \$4.9m of efficiencies, \$1.3m of service level reductions, \$16m reduction in portfolio (largely deferrals and some scope reductions) and \$11m reduction in operating expenditure. We expect the recovery from Covid-19 will take at least two financial years

Our \$23 million investment in the Customer Experience program over the financial years 2019-2022 also limits operating surpluses over this period. The technology shift to Cloud-based managed services means a significant amount of expenditure budgeted for technology will be reclassified as operating expenditure rather than capital investment.

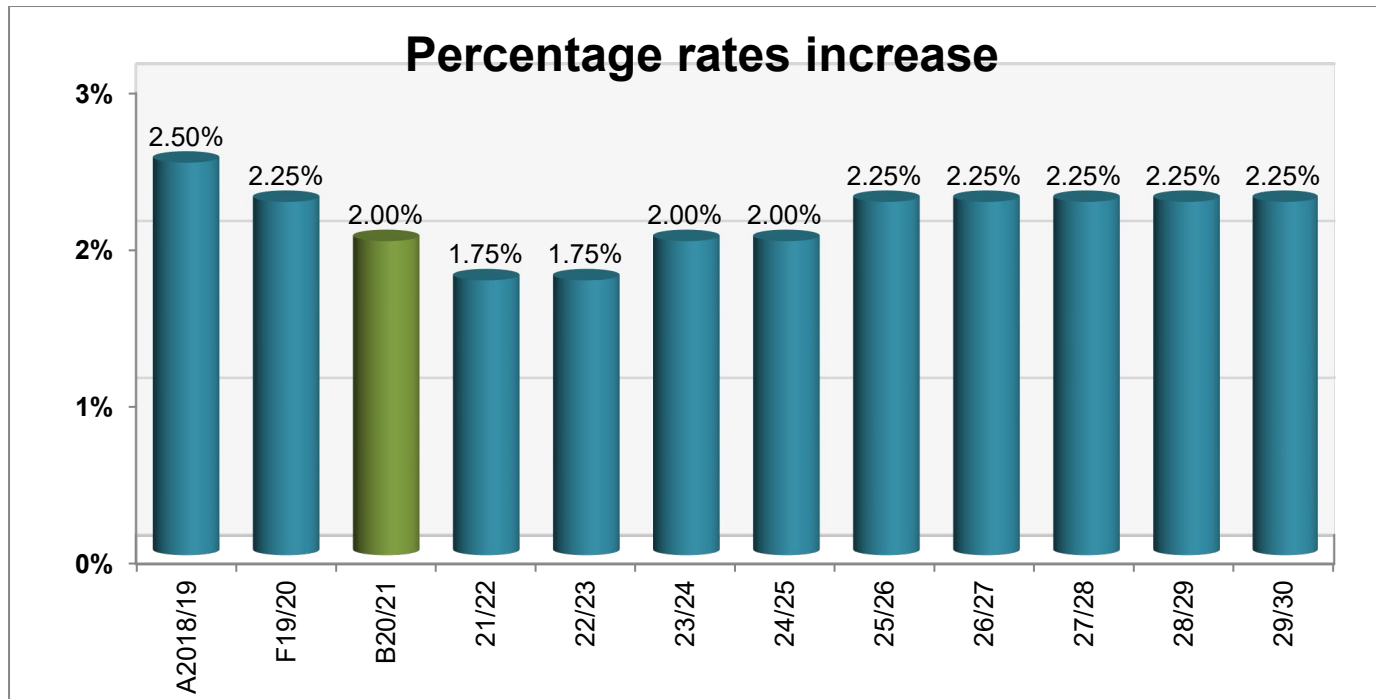
### Underlying result



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.

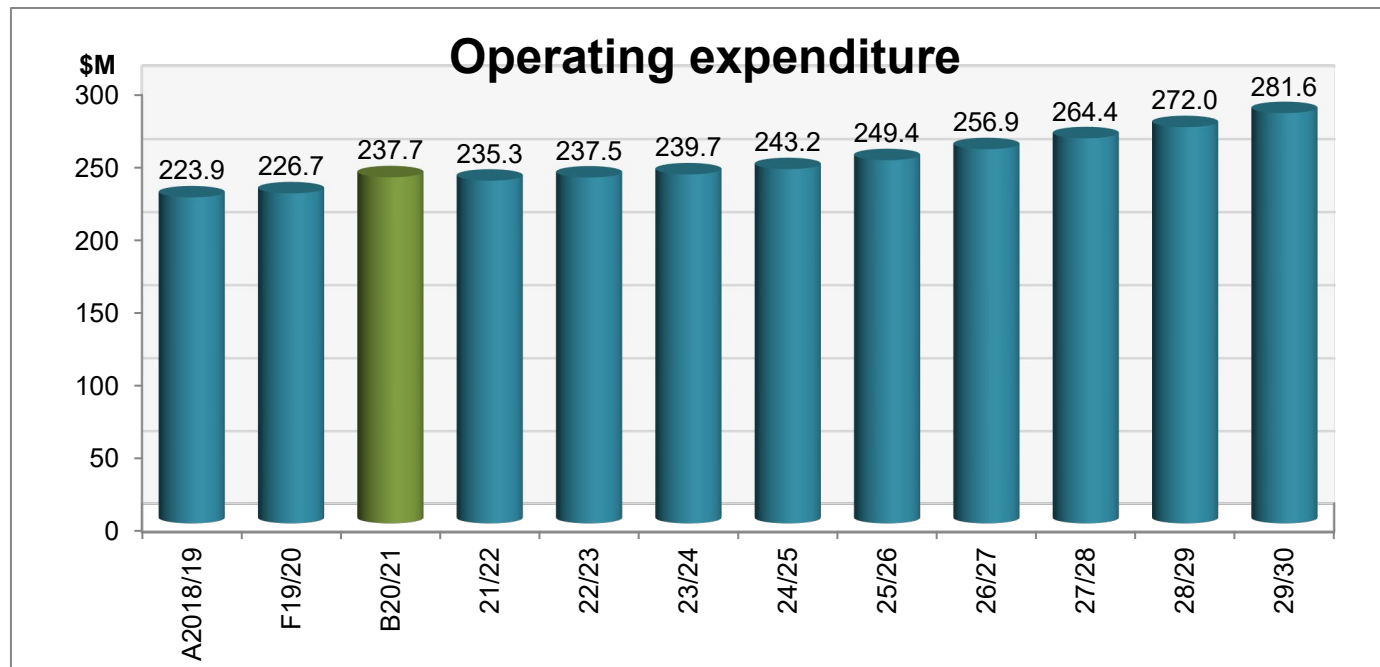
The financial impact of Covid-19 and our investment in the Customer Experience program will see underlying deficits over the periods 2019-2023.

### Rates percentage increase



The draft Budget 2020/21, which funds a \$46.6 million portfolio program and maintains existing service levels, includes a 2 per cent rates increase, consistent with the Victorian Government cap. This has been achieved through a continued strong focus on prudent financial management, careful prioritisation and commitment to productivity and efficiency (\$4.9 million in 2020/21 in addition to \$13 million over the previous six budgets). Future rates increases are based on forward projections of inflation, consistent with past decisions made by the Minister of Local Government for setting the rates cap.

## Operating expenditure

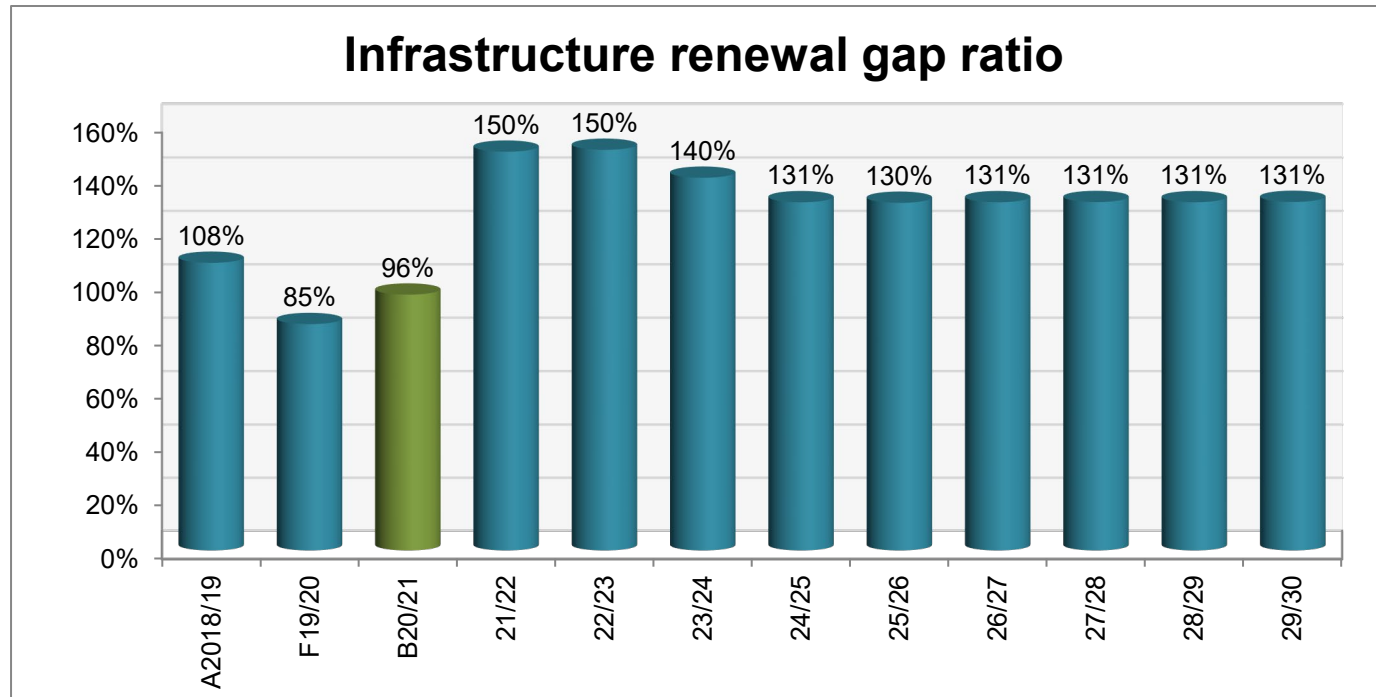


Draft Budget 2020/21 operating expenditure totals \$237.7 million which includes \$9.6 million for the Customer Experience program (\$23 million over the financial years 2018/19 to 2021/22). We expect productivity and efficiency savings from this program equivalent to \$40 million over the 10-year period.

In accordance with Accounting Standards AASB16 Council has budgeted for the first time \$10.1m of non-cash subsidised rent expenditure to community organisations and matching income. Excluding this, operating increased by 0.4% on 2019/20 forecast and decreased by 1.1% on 2019/20 budget.

The small but steady growth in operating expenditure in future years is largely driven by inflation (around 1.2 to 2.6 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 3.8 per cent per annum). This is partially offset by our commitment to efficiency and cost savings (1.0 per cent per annum).

### Infrastructure renewal gap

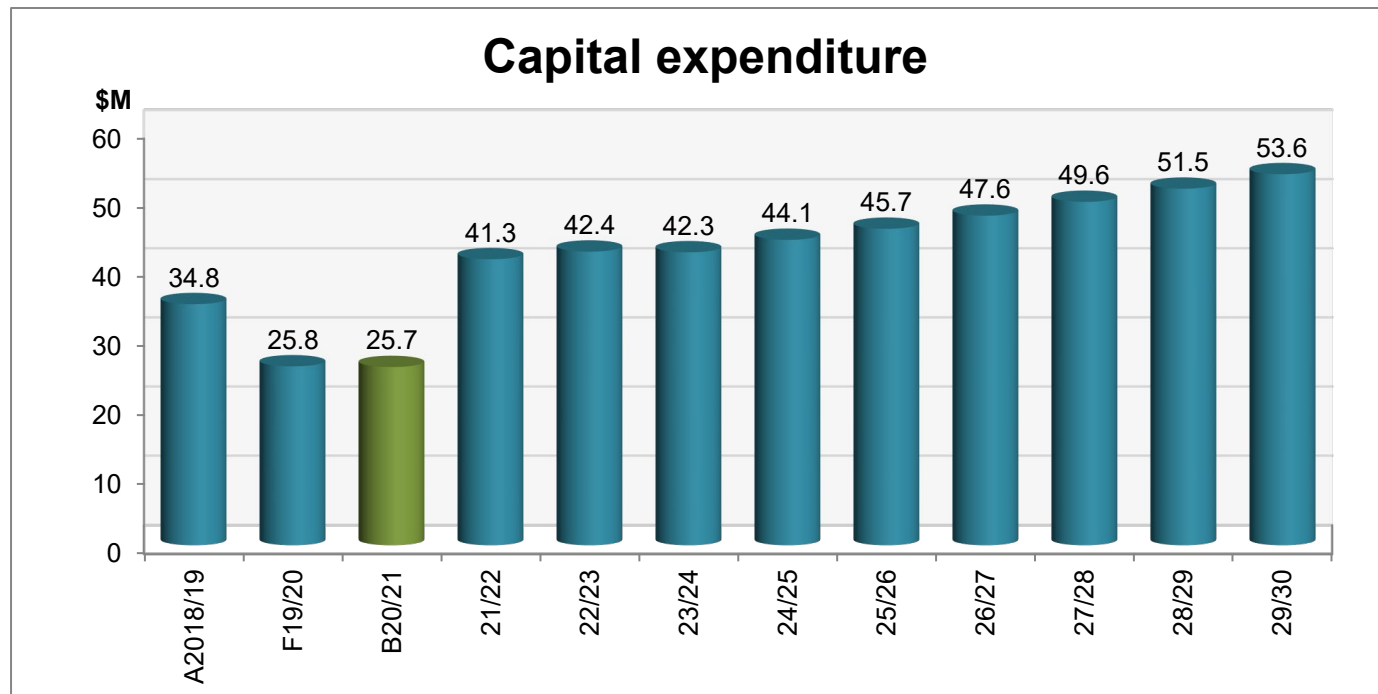


This graph shows the asset renewal and upgrade budget over the financial plan compared to depreciation. It assesses if Council’s spend on its asset base is keeping up with the rate of asset depletion.

A \$16m reduction in the project portfolio over 2019/20 and 2020/21 in order to address the funding deficits caused by Covid-19 – largely deferral to future years to ensure our existing asset base is maintained appropriately.

Over the period of the financial plan, we intend to stay above 100 per cent, which shows our commitment to not only maintaining, but also upgrading our existing assets.

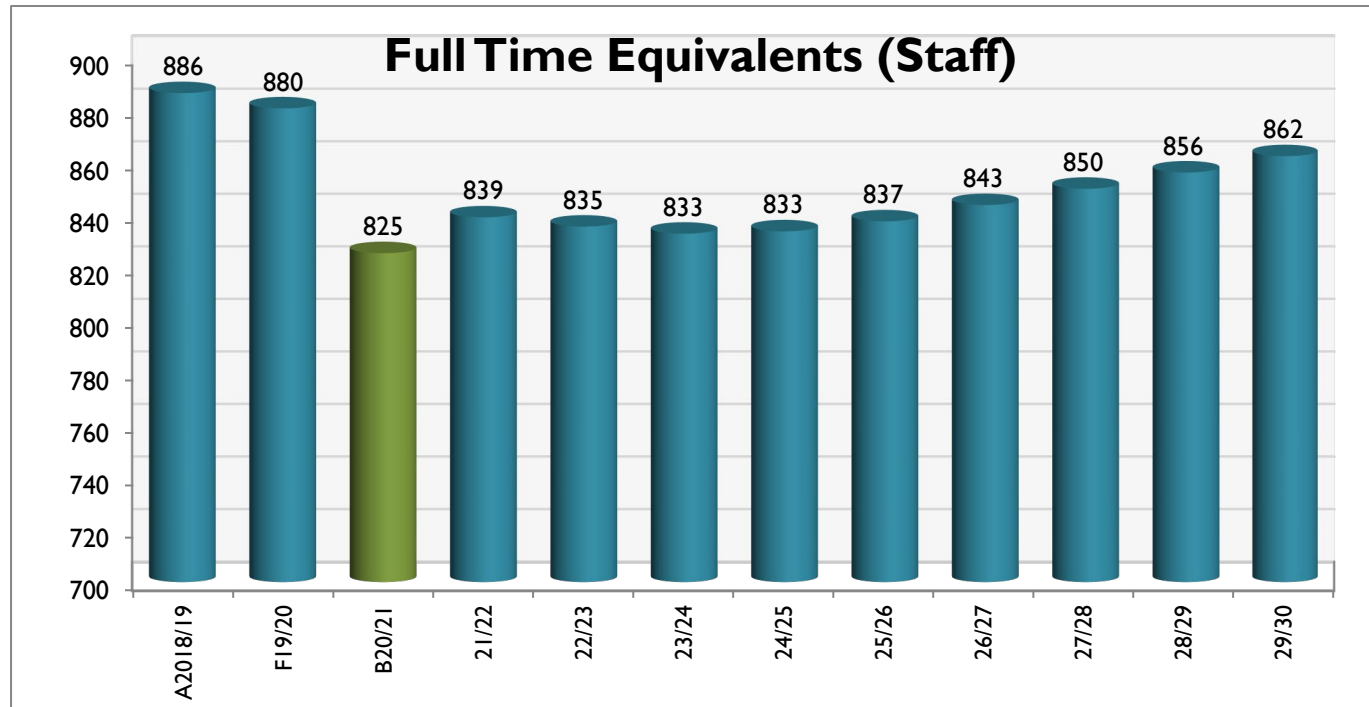
## Capital expenditure



Total capital works expenditure in draft Budget 2020/21 has been reduced to \$25.7 million as contribution to address the funding deficit caused by Covid-19. Total capital program is expected to be \$27.7 million including \$1.9 million representing the component of the capital program budget to be treated as operating expenditure, such as community engagement, feasibility studies and landscaping costs.

Over the period of the Financial Plan, we provide for appropriate levels of capital expenditure to ensure existing assets are maintained and improved, while investing in growth driven assets. Over the 10-year period, we plan for our total capital expenditure to be greater than 150 per cent of depreciation expenditure.

### Council staff



Council employees are our most essential resource, enabling the delivery of a broad range of services. For draft Budget 2020/21, we are proposing a net decrease of 55 FTEs based lower service demand, part year recommencement of services and lower capital portfolio. We expect 21 positions will be reinstated in budget 2021/22. One Family Assertive Outreach Worker has been added to support families experiencing vulnerability to access early years education services.

Over the life of the Financial Plan, we expect the growth in FTEs to increase by 0.8 to 1.3 per cent to service projected population growth. This is offset by our investment in technology (Customer Experience program) which is expected to achieve productivity and efficiencies which will see the shift of back office roles re-directed to service delivery/ community facing roles.

Further organisation realignments are being worked on. These changes are yet to be consulted with staff and are not included in the draft budget. It is expected that savings will be used to address the rates cap challenge currently quantified at \$115 million.

## Rates expenditure allocation

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.

Transport and parking management	\$16.48
Waste management	\$10.93
Public space	\$8.49
Recreation	\$7.57
Amenity	\$7.44
Technology	\$7.03
Governance, risk and policy	\$4.41
Arts, culture and heritage	\$4.38
Libraries	\$3.72
Sustainability	\$3.68
Customer Experience	\$3.56
People, culture and capability	\$2.97
Community programs and facilities	\$2.84
City planning and urban design	\$2.58
Festivals	\$1.95
Municipal emergency management	\$1.92
Families and young people	\$1.71
Ageing and accessibility	\$1.66
Children services	\$1.66
Finance and project management	\$1.53
Communications and engagement	\$1.50
Affordable housing and homelessness	\$0.82
Local laws and animal management	\$0.73
Asset and property management	\$0.62
Economic development and tourism	\$0.44
South Melbourne Market	\$0.36
Health services	\$0.33
Development approvals and compliance	(\$1.31)
<b>Total</b>	<b>\$100.00</b>

# Section 2: Our neighbourhoods

## Our neighbourhoods at a glance

People who live in Port Phillip tend to experience the City at a neighbourhood level. Strong communities of interest exist in local areas, and people relate closely with the distinctive characteristics of their own neighbourhood.

We have nine defined neighbourhoods, each with distinct character and attributes. Two of these are emerging neighbourhoods in Fishermans Bend.

We deliver services and projects in our each of our neighbourhoods, and each place is home to community infrastructure that enables us to provide services locally, city-wide and regionally.

Neighbourhood	Population in 2017	Forecast population in 2027	Change
Elwood / Ripponlea	16,448	17,274	5.0%
Balaclava / St Kilda East	17,713	18,872	6.5%
St Kilda / St Kilda West	24,869	28,049	12.8%
St Kilda Road	11,939	19,344	62.0%
Albert Park / Middle Park	12,235	11,995	-2.0%
South Melbourne	9,589	11,909	24.2%
Port Melbourne	17,485	17,986	2.9%
Sandridge / Wirraway	275	3,298	1099%
Montague	104	7,104	6,738%
Port Phillip	110,657	135,831	22.7%

Neighbourhood boundaries do not correspond directly with suburb boundaries. All population estimates and forecasts are sourced from [Forecast.id](https://forecast.id) (based on the 2016 Census), updated in November 2019. Population forecasts are reviewed annually based on demographic and other supporting data.



## We are Elwood / Ripponlea

Encompassing the suburb of Ripponlea and most of the suburb of Elwood, the neighbourhood is known for its leafy streets and suburban character. Visitors and locals are drawn to the beach and the cafés and restaurants in local shopping strips. Ripponlea Station offers good accessibility to central Melbourne.

- 8.0 percent of people living in Elwood/Ripponlea ride a bike or walk to work.

### Our people

- 16,487 people lived here in 2017. By 2027, the population is forecast to grow by 4.7 per cent to 17,274 people.
- In Elwood - Ripponlea, 40% of households were purchasing or fully owned their home, 48.7% were renting privately, and 1.0% were in social housing in 2016.
- There were 121 people over the age of 85 living in Elwood - Ripponlea in 2016, with largest age group being 30-34-year-old people.
- In Elwood - Ripponlea, 16.6% of households were made up of couples with children in 2016, compared with 14.6% in City of Port Phillip.
- On Census Day 2016 in Elwood - Ripponlea, 53.6% of people travelled to work in a private car, 22.6% took public transport and 8.0% rode a bike or walked. 5.9% worked at home.

### History

Point Ormond was an important source of seafood for the Boon Wurrung people, with evidence of an Aboriginal shell midden found in 1974. The original red, brown and yellow sandstone of this area is likely to have been a source of ochre for body paint used in performance. In 1894, a ngargee was witnessed at the site that is now Ripponlea mansion.

Development of the area dates from the 1850s. Substantial growth started in the early 1900s, continuing into the interwar period. Significant development occurred during the post-war years. The population was relatively stable during the 1990s and then increased slightly from 2001, largely a result of new apartment developments in the area.

Elwood was originally swampland until the development of Elwood Canal, which enabled residential development.

## Servicing the community

**The Elwood / Ripponlea neighbourhood is home to a range of amenities and facilities.**

- Ripponlea neighbourhood activity centre
- Elwood neighbourhood activity centre (Glen Huntly / Ormond roads)
- Tennyson Street neighbourhood activity centre
- Lady Forster Kindergarten
- Poets Grove Family and Children’s Centre
- Burnett Gray Centre (Elwood playgroups)
- Elwood Angling Club
- Elwood Life Saving Club
- Elwood St Kilda Neighbourhood Learning centre (including Poets Grove community garden and toy library)
- Elwood Park
- Elwood Beach
- Point Ormond
- Elwood Canal
- Clarke Reserve
- MO Moran Reserve

### **Investment in Elwood / Ripponlea this year (2020/21)**

- Bridge renewals
  - Pedestrian bridge at MO Moran Reserve over Elwood Canal
- Building renewals
  - Poets Grove Childcare Centre (fence upgrade)
  - Lady Forster Kindergarten (fence upgrade)
- Elster Creek catchment partnership advocacy
- Elwood Foreshore facilities strategy
- Footpath renewals
  - Lyndon Street
- Kerb and channel renewals
  - Mitford Street
- Laneway renewals and upgrades
  - R1687 (Meredith Street)
- Litter Bin Renewals
  - Elwood Foreshore
- Parks and playgrounds renewals and upgrades
  - Elwood Neighbourhood Community Centre Reserve - design
- Public space lighting renewal and upgrade
  - Elwood Foreshore
- Sports field lighting expansion
  - Elwood Park – improvement to lighting at Esplanade and Head Street ovals

- Sports playing field renewal
- Wattie Watson Oval at Elwood Park
- Stormwater management
- Elm Grove Laneway (stage 2 works)
- Goldsmith Street (pipe replacement)

## We are Balaclava / St Kilda East

Encompassing the suburb of Balaclava and part of St Kilda East and St Kilda, this neighbourhood has diverse housing types and population.

Primarily a residential neighbourhood, the Carlisle Street activity centre, Balaclava Train Station and Alma Park are key features. The cafes and restaurants on Carlisle Street are popular with locals and visitors.

- 42.3 per cent of residents are aged 25-39 years.

### Our people

- 17,562 people lived here in 2017. By 2027 the population is projected to grow by 7.4 per cent to 18,527 people.
- There is a prominent Jewish community in the neighbourhood.
- There is a high proportion of young workers and smaller proportions of parents, young families and older people compared to the rest of the City.
- In East St Kilda - Balaclava, 37% of households were purchasing or fully owned their home, 49.6% were renting privately, and 2.4% were in social housing in 2016.
- Most people live in medium and high-density housing (85.9 per cent).
- In East St Kilda - Balaclava, 22.0% of people spoke a language other than English at home in 2016.
- Russian (2.0 per cent), Greek (1.8 per cent) and Spanish (1.5 per cent) are the most common languages spoken at home other than English.

### History

Housing in Balaclava / St Kilda East include larger houses and cottages from the Victorian, Edwardian and interwar eras, and a significant number of flats from the 1960s and 1970s, and more recent contemporary apartments.

Balaclava was named after the battlefield in the Crimean War (1853-1856) and has related street names like Nightingale, Inkerman, Raglan and Sebastopol.

## Servicing the community

**The Balaclava / St Kilda East neighbourhood is home to a range of amenities and facilities.**

- Carlisle Street activity centre
- Inkerman Street local activity centre
- St Kilda Town Hall
- Bubup Nairn Family and Children's Centre
- The Avenue Children's Centre
- St Kilda and Balaclava Kindergarten
- St Kilda Library
- Alma Road Community House (including maternal child health services and Te Arai community garden)
- St Kilda community garden
- Alma Park Reserve
- Hewison Reserve
- Te Arai Reserve
- William Street Reserve
- Pakington Street Reserve

**Investment in Balaclava / St Kilda East this year (2020/21)**

- Bubup Nairn Child Care Centre cladding rectification works – complete construction
- Laneway renewals and upgrades
  - R1475 and R1481 (Gourlay Street)
- Local area traffic management infrastructure
  - Alma Road / Alexandra Street – design
- Parks and playgrounds renewals and upgrades
  - Alma Park East renewal
  - Te Arai Reserve renewal
- Road renewals
  - Albion Street

## We are St Kilda / St Kilda West

Encompassing the suburbs of St Kilda West (east of Cowderoy Street), most of St Kilda and a small part of Elwood, the neighbourhood is attractive to residents and visitors for its iconic retail strips, significant open spaces and the foreshore.

St Kilda attracts millions of visitors every year, as it is home to many of Melbourne's famous attractions including Luna Park, the Palais Theatre and St Kilda Beach. It also hosts large events including the St Kilda Festival and Pride March.

- More than 54 per cent of households rent their home.

### Our people

- The 2019 Estimated Resident Population for St Kilda - St Kilda West is 26,143. By 2027, the population is projected to grow by 10.9 per cent to 28,049 people.
- In 2016, 32.8 per cent of people in St Kilda - St Kilda West were born overseas, compared with 31.4 per cent in City of Port Phillip. The top three countries of birth are United Kingdom, New Zealand and India.
- There is a smaller proportion of young people (under 17 years) when compared to the City average but a higher proportion of people aged 18 to 34 years, reflecting the prominence of singles and group households.
- Most people live in medium to high-density housing (90.4 per cent).
- Over half the dwellings are being rented (higher than the City average) and almost two out of every five residents live alone.
- 18.8 per cent of people speak a language other than English at home, with Spanish and Mandarin the most common.

### History

Albert Park Reserve was once a rich willam or camp for the Yalukut Weelam, with miams (huts) built alongside today's Albert Park Lake. The Ngargee (Corroboree) Tree located in the south-east corner of Albert Park is the last remaining corroboree tree in Melbourne, and the site of the ceremonial dance circle and Ngargee grasslands that are a current day focus for cultural and reconciliation activities.

European development dates from the 1840s, spurred by the opening of the railway line. St Kilda grew in the late 1880s, continuing into the early 1900s. Expansion continued during the interwar period and the 1940s, including the construction of many flats and apartments. Significant development occurred during the 1950s and 1960s, due mainly to high-density development.

## Servicing the community

**The St Kilda / St Kilda West neighbourhood is home to a range of amenities, facilities and significant events.**

- Fitzroy Street activity centre
- Acland Street activity centre
- St Kilda Road South precinct
- St Kilda Triangle
- Betty Day Community Centre
- Cora Graves Community Centre
- Peanut Farm Reserve Pavilion
- St Kilda Adventure Playground
- Veg Out Community Gardens
- St Kilda Life Saving Club
- Port Phillip EcoCentre
- Eildon Road Children's Centre
- North St Kilda Children's Centre
- Elwood Children's Centre
- St Kilda Festival
- St Kilda Film Festival
- Esplanade Market
- Linden New Art
- Theatre Works
- Shakespeare Grove Artist Studios
- Palais Theatre
- Luna Park (Assets not owned / managed by council)
- Astor Theatre (Assets not owned / managed by council)
- National Theatre (Assets not owned / managed by council)
- St Kilda Sea Baths\*
- St Kilda Botanical Gardens
- Catani Gardens
- St Kilda Marina
- O'Donnell Gardens
- Church Street Reserve
- Crimea Street Reserve
- Cummings Reserve
- H R Johnson Reserve
- Jacoby Reserve
- Jim Duggan Reserve
- Renfrey Reserve
- Talbot Reserve
- Waterloo Reserve

### Investment in St Kilda / St Kilda West this year (2020/21)

- Bike network delivery
- Inkerman Street – concept design and consultation
- Blackspot safety improvements
- Fitzroy Street / Loch Street safety treatments
- Fitzroy Street / Park Street traffic signalisation design
- Building renewal and upgrade program
  - Eildon Road Childcare Centre (fence upgrade)
- Building safety and accessibility program
  - Cora Graves Community Centre (DDA toilet upgrade)
  - Linden Art Gallery (DDA access to rear galleries)
- EcoCentre redevelopment – design
- Footpath renewals
  - St Kilda Road
- Kerb and channel renewals
  - Upper Esplanade
  - Acland Street
  - Canterbury Road
- Landscaping improvements at reserve next to Astor Theatre
- Laneway renewals and upgrades
  - R3483 (Clyde Street)
- Palais Theatre - complete toilet upgrade
- Palais Theatre and Luna Park precinct revitalisation (including public space security improvements)
  - Parks and playgrounds renewals and upgrades
  - Jacoby Reserve renewal
  - Renfrey Gardens design
  - Public space security improvements
  - Acland Street Plaza - design
  - Public toilet plan implementation
  - Shakespeare Grove Exeloo replacement
  - The Slopes toilet refurbishment
  - Road renewals
    - Chapel Street (road resurfacing)
    - Charnwood Road (heavy patching)
- Rotary Park upgrade and play space reinstatement (commence construction)
- St Kilda Pier foreshore upgrade – commence design
  - St Kilda Marina
  - St Kilda Foreshore infrastructure upgrades to “missing link” section (commence design)
  - Stormwater management
  - Raven Grove (drainage outfall works)
  - Wellington Street intersection upgrade



## We are St Kilda Road

Encompassing parts of the suburbs of Melbourne and Windsor, and parts of Albert Park and South Melbourne, the St Kilda Road neighbourhood is unique in the City because of its mix of offices and high-rise residential development. St Kilda Road is a significant employment area with over 20,000 people working in the neighbourhood. The planned Domain Station for the Melbourne Metro will enhance access to the area. The neighbourhood includes and adjoins significant open spaces and recreational facilities.

In St Kilda Road, 99.7% of the dwellings were medium or high density

### Our people

- The 2019 Estimated Resident Population for St Kilda Road is 9,803.
- There are a higher proportion of people aged between 18 to 34 years than the City average and a much smaller proportion of parents and young families.
- Over 99 per cent of residents live-in high-density housing, with over half being private renters.
- Significantly more people were born overseas (48 per cent) than the City average (31 per cent), with origins including China, the United Kingdom, India and New Zealand.
- 34 per cent of people speak a language other than English at home, with Mandarin and Cantonese the most common.

### History

St Kilda Road is regarded as Melbourne's iconic 'urban boulevard'. Development of the area dates from the 1860s, with several heritage mansions remaining. Rapid residential apartment development has taken place from the early 1990s, replacing former office space.

The population more than doubled between 1991 and 2001 and development of residential apartment towers now focused in the area north of Albert Road. St Kilda Road is bounded by Park Street, Wells Street, Middleton Lane and Dorcas Street in the north, St Kilda Road, High Street and Punt Road in the east, Queens Road in the south, and Lakeside Drive and Albert Road in the west.

### Servicing the community

**The St Kilda Road neighbourhood is home to a range of amenities and facilities.**

- St Kilda Road North precinct

- Domain interchange
- Bowen Crescent Reserve
- Albert Road Reserve
- Albert Park, golf course and lake (Assets not owned / managed by council)
- Albert Reserve tennis, lacrosse and cricket facilities (Assets not owned / managed by council)

**Investment in St Kilda Road this year (2020/21)**

- Domain Precinct Metro Tunnel Advocacy (with Rail Projects Victoria)
- Kings Place Plaza Pocket Park - design
- Park Street bike link – connecting St Kilda Road bike lanes to Moray Street along Park Street (design)

## We are Albert Park / Middle Park

Encompassing the suburb of Middle Park, part of the suburb of Albert Park and part of St Kilda West, this neighbourhood is one of the oldest parts of the City with significant heritage areas featuring wide tree-lined streets and houses from the Victorian and Edwardian eras. Primarily a residential area, visitors are also drawn to the beach, local shopping strips and recreational facilities in Albert Park.

- 17.5 per cent of people speak a language other than English at home.

### Our people

- 12,351 people lived here in 2017. By 2027, the population is projected to decline by 2.8 per cent to 11,995 people due to limited housing growth and a reduction in household size (as families mature).
- There are a higher proportion of pre-schoolers and people at post-retirement age than the City average and a significantly smaller proportion of young people starting out in the workforce.
- While more than half of residents live in medium density housing, a significantly higher proportion live in separate housing (15.2 per cent) than the City average of 8.4 per cent.
- In Albert Park - Middle Park, 55% of households were purchasing or fully owned their home, 33.5% were renting privately, and 3.1% were in social housing in 2016.
- Greek and Italian are the most common languages other than English that are spoken at home.

### History

The coastline of Port Phillip Bay was a focal point for the Boon Wurrung, who travelled annually down the coast returning to Port Phillip in warmer weather. The Canterbury Road Urban Forest still retains surviving plants of the woodlands and wetlands of the former Albert Park Lagoon, which was the traditional home to the Yalukut Weelam clan.

European development dates from the 1850s, spurred by the opening of the railway line. Expansion continued during the interwar period and the 1940s, and significant development occurred during the 1960s. The population was relatively stable between 1991 and 2006 and increased slightly between 2006 and 2011.

## Servicing the community

**The Albert Park / Middle Park neighbourhood is home to a range of amenities and facilities.**

- Bridport Street / Victoria Avenue neighbourhood activity centre
- Armstrong Street neighbourhood activity centre
- Albert Park Preschool and Maternal Child Health
- Middle Park Kindergarten
- South Melbourne Childcare Cooperative
- Albert Park Library
- Mary Kehoe Community Centre (including Mary and Basil community garden)
- Melbourne Sports and Aquatic Centre (asset not owned / managed by council)
- Middle Park Community Centre (including library, toy library, maternal and child health and civic kindergarten)
- South Melbourne Life Saving Club
- Albert Park Yachting and Angling Club
- Albert Park and Middle Park beaches
- Albert Park Reserve \*
- Ashworth Street Reserve
- Danks Street Play Space
- Gasworks Arts Park
- Frank and Mary Crean Reserve
- Little Finlay Reserve
- Little Page Reserve
- Neville Street Reserve
- Moubray Street community park

**Investment in Albert Park / Middle Park this year (2020/21)**

- Blackspot safety improvements
- Montague Street / Bridport Street
- Building renewals
- Carter Street Childcare Centre (fence upgrade)
- Albert Park Preschool / Maternal Child Health Centre (fence upgrade)
- Footpath renewals
- Danks Street
- Gasworks Arts Park reinstatement - design
- Kerb and channel renewals
- McGregor Street
- Middle Park Beach renourishment

- Public space lighting renewal and upgrade
  - Beaconsfield Parade between Port Melbourne Life Saving Club and South Melbourne Life Saving Club
- Public toilet implementation plan
  - Sandbar
- Road renewals
  - Kerferd Road (road resurfacing)
- Stormwater management
  - Beaconsfield Parade (drainage upgrade)
  - Kerferd Road (access pit construction)

## We are South Melbourne

Encompassing most of the suburb of South Melbourne and part of Albert Park, the neighbourhood is one of Melbourne's original suburbs.

The South Melbourne activity centre, including Clarendon Street and the South Melbourne Market, attracts local and regional visitors.

Significant established business precincts, predominantly east of Clarendon Street, offer a location for small and medium size firms close to central Melbourne.

- 16.3 per cent of people live in social housing.

### Our people

- 9,536 people lived here in 2017.
- The 2019 Estimated Resident Population for South Melbourne is 10,111, with a population density of 37.65 persons per hectare.
- By 2027, the population is projected to grow by 24.8 per cent to 11,909 people.
- In South Melbourne, 39% of households were purchasing or fully owned their home, 30.9% were renting privately, and 16.3% were in social housing in 2016.
- Compared to the City average, there is a higher proportion of people aged over 70 years, and a lower proportion of residents aged between 18 and 34 years.
- Residents live in a mix of medium density (56.5 per cent), separate house (8.5 per cent) and high-density (33.4 per cent) housing, with a higher than average proportion of family households.
- In South Melbourne, 19.6% of people spoke a language other than English at home in 2016.
- Greek and Russian are the most common languages other than English that are spoken at home.

## History

South Melbourne, or Nerre nerre minum, was home to the Yalukut Weelam clan of the Boon Wurrung. The higher ground of Emerald Hill (now the site of the South Melbourne Town Hall) was used as a place to engage in ceremonies.

Development dates from the 1850s, following establishment of a tent city for gold seekers. There was rapid growth in the 1870s and 1880s, and significant development occurred a century later, including construction of high-rise public housing estates. The population has increased gradually from the early 1990s, a result of contemporary apartment developments.

## Servicing the community

**The South Melbourne neighbourhood is home to a range of amenities and facilities.**

- South Melbourne Central activity centre (Clarendon Street, South Melbourne Market and surrounding business precincts)
- South Melbourne Town Hall and Community Hub
- South Melbourne Market
- Emerald Hill Library and Heritage Centre
- South Melbourne Community Centre/Trugo Club
- South Melbourne Hellenic RSL
- Napier Street Aged Care (asset not owned / managed by council)
- CASPA Care Residential Care
- Clarendon Children's Centre
- Clarendon Family Centre (including maternal and child health and toy library)
- Building renewals and upgrades
- Coventry Street Children's Centre (fence upgrade)
- Coventry Children's Centre
- Lillian Cannam Kindergarten
- Pickles Street Learning (Youth Education) Centre
- Skinners Adventure Playground
- Sol Green Community Centre
- St Vincent Gardens
- Sol Green Reserve
- Lyell / Iffla Reserve
- Eastern Reserve
- Ludwig Stamer Reserve
- Emerald Hill Place
- Howe Crescent Reserve

### **Investment in South Melbourne this year (2020/21)**

- Footpath renewals
- City Road

- Kerb and channel renewals
  - Tribe Street
- Lillian Cannam Kindergarten (fence upgrade)
  - Park and playground renewal and upgrades:
    - Sol Green Reserve - design
  - Road renewals
    - Dorcas Street (heavy patching)
  - South Melbourne Market building compliance works
  - South Melbourne Market building renewals
    - Renewal of stall shells
    - Reconfiguration of fire sprinklers
    - Lighting enhancements
  - South Melbourne Market stall changeover refit works
  - South Melbourne Market public safety improvements - commence construction
  - South Melbourne Town Hall renewal and upgrade



## We are Port Melbourne

Encompassing most of the suburb of Port Melbourne, this neighbourhood is a gateway to Melbourne via Station Pier.

The Waterfront precinct brings many visitors to the neighbourhood and beyond, attracted to the foreshore and beaches and the retail and commercial strip along Bay Street.

Traditional residential heritage precincts contrast with the distinctive areas of Garden City, Beacon Cove and contemporary apartment development in the Port Melbourne mixed use area. The neighbourhood is also home to the Port Phillip Specialist School for children with disabilities. Port Melbourne is bounded by the West Gate Freeway in the north, Boundary Street and Pickles Street in the east, Port Phillip Bay in the south, and Todd Road in the west.

- 5 per cent of residents speak Greek at home.

## Our people

- 17,474 people lived here in 2017.
- The 2019 Estimated Resident Population for Port Melbourne is 18,306.
- By 2027, the population is projected to grow by 2.9 per cent to 17,986 people.
- Compared to the City average, there is a larger proportion of families with young children and people at retirement age (60+ years), and significantly smaller proportion of residents aged between 18 to 34.
- There is a smaller proportion of renters than the City average (42.7 per cent compared with 49.2 per cent)
- There is a larger proportion of people living in social housing (7.3 per cent compared to the City average of 4.7 per cent).
- In Port Melbourne, 19.1% of people spoke a language other than English at home in 2016.
- Greek and Italian are the most common languages other than English that are spoken at home.

## History

The Port Melbourne lagoon was an original feature of this neighbourhood and a well-known Aboriginal site. The lagoon was filled in from the 1890s to create Lagoon Reserve and Edwards Park.

Port Melbourne is one of the oldest neighbourhoods in the City, with housing dating from the Victorian and Edwardian eras. Major exceptions are the historic Garden City estates developed in the 1930s and 1940s, and the more recent Beacon Cove development adjacent to Station Pier.

Beacon Cove and significant redevelopment of former industrial sites for residential apartments (southern end of Bay Street) have seen the population double over the last few decades.

## Servicing the community

**The Port Melbourne neighbourhood is home to a range of amenities and facilities.**

- Bay Street activity centre
- Garden City activity centre
- Port Melbourne Waterfront precinct
- Ada Mary A'Beckett Children's Centre
- Clark Street Children's Centre
- Bubup Womindjeka Family and Children's Centre
- Port Melbourne Library
- Fishermans Bend Community Centre (and community garden)
- Liardet Street Community Centre
- Port Melbourne Community Centre / Trugo Club
- Port Melbourne Community Room
- Port Melbourne Cricket Ground
- Port Melbourne Tennis Club
- Port Melbourne Life Saving Club
- Port Melbourne Bowls Club
- Port Melbourne Yacht Club
- Sandridge Community Centre / Trugo Club
- Sandridge Life Saving Club
- Buckingham Reserve
- Crichton Reserve
- Cyril Letts Reserve
- Edwards Park
- Fred Jackson Reserve
- Lagoon Reserve
- Garden City Reserve
- Morris Reserve
- R F Julier Reserve
- Sangster Reserve
- Walter Reserve
- Perce White Reserve (asset not owned / managed by council)
- Port Melbourne Town Hall (including toy library)

**Investment in Port Melbourne this year (2020/21)**

- Bike network delivery:
  - Garden City bike path, from Swallow Street to The Boulevard, – complete construction
- Building renewal and upgrades
  - Bubup Womindjeka Family Centre (fence upgrade)
  - Clark Street Childcare Centre (fence upgrade)
  - Ada Mary A'Beckett Childcare Centre (fence upgrade)
- Footpath renewals
  - Rouse Street
  - Graham Street
- Graham Street skate park upgrade – complete construction
- Sport and recreation infrastructure
  - TT Buckingham Reserve – install a new small basketball court
- Kerb and channel renewals

- Beach Street
- Griffin Crescent
- Lagoon Reserve Sports Field Upgrade and Pavilion Replacement – designs
- Litter bin renewals
  - Bay Street
- Local area traffic management infrastructure:
  - Rouse Street / Esplanade East – design
- Parks and playground renewals and upgrade
  - TT Buckingham Reserve – construction
- Public Toilet Plan implementation:
  - Waterfront Place
- RF Julier Reserve pavilion replacement - design
- Road renewals:
  - Centre Avenue (road resurfacing)
  - Pickles Street (heavy patching)

## We are Montague

Montague is an emerging neighbourhood in Fishermans Bend. Montague is bound by the West Gate Freeway to the north, the St Kilda Light Rail Line (Route 96) to the east, City Road to the south, and Boundary Street to the west.

As part of Fishermans Bend, Montague is envisaged to feature high-density tower development to the north, and finer grain lower-rise development to the south that will respect heritage buildings and adjoining established neighbourhoods.

### The area

- 104 people lived here in 2017. By 2027, the population is projected to grow to 7,104 people, an increase of 6730 per cent.
- Montague is currently a significant employment area featuring a range of businesses, including cafes and a major cluster of creative industries. It is also home to significant cultural and built heritage that further contribute to the neighbourhood's distinct character.
- The Montague Continuing Education Centre provides services to young persons with mild intellectual disabilities.
- Montague has strong links to the CBD with established light rail routes.

### History

Montague contains a mix of nineteenth and early twentieth century low scale residential, commercial and industrial buildings, including some early historic sites related to the growth of Melbourne's port and earliest worker suburbs. Examples include 'corner' hotels such as Wayside Inn, Talbot Inn, Golden Fleece Hotel, Victorian shops and dwellings along City Road and Montague Street, and notable industrial buildings like the former Dunlop factory and Laycock & Sons Woollen Mills.

### Servicing the community

**The Montague neighbourhood is home to a small number of amenities and facilities.**

- Ferrars Street Education and Community facility
- Kirrip Park (previously Montague Park – at the corner of Buckhurst and Ferrars Street)

## We are Sandridge / Wirraway

Sandridge / Wirraway will transform over the next 30 years as the Fishermans Bend develops.

Sandridge / Wirraway is bound by the West Gate Freeway to the north, Williamstown Road to the south, Todd Road to the west and Johnson Street to the east.

By 2051, it is anticipated the neighbourhood will host more than 20,000 jobs, primarily in the Sandridge suburb, as a result of its premium office and commercial location and proposed transport connections with the CBD across the Yarra River.

The suburb of Wirraway is envisaged as a family friendly inner-city neighbourhood offering a diverse choice of housing.

### The area

- 329 people lived here in 2017. By 2027, the population is projected to grow to 3298 people, an increase of 902%.
- This neighbourhood adjoins the Fisherman Bend employment precinct (within the City of Melbourne), which is home to 12,500 existing jobs. North Port Oval and its historic grandstand is an anchor for the local community. JL Murphy Reserve is a major green space in Fishermans Bend, with a focus on active recreation, organised sports and leisure activities.

### History

The Sandridge area, named after the high ridges of sand created by wind, originally contained extensive wetlands that were rich hunting and gathering grounds for the Boon Wurrung people.

Formerly part of the neighbourhood of Port Melbourne, this primarily industrial area has been home to several prominent historical Australian aircraft design and automotive manufacturing companies, including the former Rootes/Chrysler factory.

'The Block' residential development at 164 Ingles Street is an example of retention and reuse of an important heritage building that will convey the place's history to the future Fishermans Bend community. The building was the office of John Kitchen and Sons P/L, the largest soap making firm in Australia. The building also has architectural significance as an exceptionally imposing commercial building in the Classical Revival style from the interwar period.

## Servicing the community

**The Sandridge / Wirraway neighbourhood is home to a range of amenities and facilities.**

- North Port Oval reserve and pavilion
- JL Murphy Reserve (including Dig In Community Garden)
- Council Depot and Resource Recovery Centre

### **Investment in Sandridge / Wirraway this year (2020/21)**

- JL Murphy Reserve synthetic field – design
  - JL Murphy Reserve play space upgrade – complete construction
  - North Port Oval upgrade - design for fencing, lighting and public access
  - Sports playing field renewal
  - JL Murphy Reserve Soccer Pitch 2 - design

# Section 3: Finances and performance

## Our 10-Year Financial Plan

### Overview and context

Financial sustainability is a key objective for Council, as a sound financial base is required to continue to deliver valued services to the community. The 10-Year Financial Plan supports Council to achieve financial sustainability, particularly in the face of the significant challenge posed by rates capping. The Financial Plan also provides the context within which the Council formulates the Council Plan, including our Strategic Resource Plan and Budget and enables the Council to plan for the financial impacts of growth.

The Financial Plan demonstrates 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 in time.

### 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 that our services are delivered in the most efficient and effective manner possible. This includes a successful drive for efficiency savings. Permanent operational savings of \$4.9 million for draft Budget 2020/21 have been identified, in addition to the \$13 million of savings delivered in the last six budgets.

The Victorian Government has also responded to community affordability concerns by capping rate increases from 2016/17. This plan demonstrates 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 2020/21 is 2 per cent, however future increases remain uncertain beyond 2020/21. The Victorian Essential Services Commission (ESC) recommended that the rates cap be set at a level that reflects movements in the consumer price index (CPI) and the wage price index (WPI), as wages form a significant proportion of council's costs.

In the four years since rate capping was introduced, the Minister for Local Government has linked the cap to inflation instead of the ESC recommendation. It is likely that future rates caps could be lower than CPI, which poses a risk to our financial sustainability.

The Financial Plan assumes a rates cap based on inflation. The impact of rate capping is quantified as an accumulated challenge of \$115 million over the ten-year period, which is an increase of \$40 million mainly due to the waste and recycling crisis. This represents 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.

### **Rate capping challenge**

Initiatives to improve our efficiency and effectiveness will position us favourably to manage this challenge. However, the medium to long-term magnitude 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 impacting 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 appropriate to invest in one-off new or improved assets where this is considered more efficient than the use of debt.
- consideration of a Waste and Amenity Levy as a significant part of the rates capping challenge comes from the waste and recycling crisis.



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

	2020/21	2021/22	2022/23	2023/24	2029/30
Rate increase	2.50%	1.75%	1.75%	2.00%	2.25%
Accumulated rate capping challenge (\$m)	(\$0.0)	(\$2.9)	(\$9.3)	(\$19.1)	(\$114.8)

### Growth in Port Phillip

We are facing a period of significant growth, much of which is through development in Fishermans Bend. Current planning projections provide for a possible population increase of 120,000 people in the next 40 years, over 100 per cent of our current population. 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 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. We will invest over \$76 million over the 10-year period to implement our Integrated Transport Strategy.

**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 space. The total value of our fixed assets is \$3.2 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 against these impacts, 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 cost in the long run and potentially compromising service levels.

Our city needs to be environmentally sustainable and 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 over \$37 million to ensure a sustainable future for the 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 State and Federal government legislation and policy**

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:

- Direct removal of funding, such as the freeze in indexation of grants commission funding and the cessation of \$250,000 funding for adventure playgrounds

- 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 State and Federal 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 required to ensure our buildings are compliant with the Disability Discrimination Act and Building Code 1992.
- 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.
- Introduction of the Recycling Victoria policy to deal with the waste and recycling crisis which will require Council to provide a four bins kerbside collection and increase of landfill levy by 91% over financial years 2020/21-2022/23. The additional cost to council is estimated at \$65 million over the 10-year period.

### **Financial outcomes**

Our decision-making reflects principles of sound financial management, to ensure our finances remain prudent and sustainable.

This plan assesses our financial performance using key financial indicators. See 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 planning horizon. However, it is important to note that we will have to make significant financial savings to meet the rate capping challenge (quantified at \$115 million over 10 years).

### **Borrowings**

We have the capacity to borrow up to \$75 million and still achieve a low risk rating in accordance with Victoria Auditor General's Office (VAGO) financial sustainability risk assessment. The Financial Plan includes paying off our existing \$7.5 million loan in

2021/22 from a draw down on our cash reserve. It is likely that investing for growth will require the prudent use of borrowing, particularly as Council will be contributing to the catalytic Fishermans Bend projects.

### **Working capital**

This is a measure of current assets to current liabilities in determining our ability to pay existing liabilities that fall within the next 12 months. The Financial Plan expects this measure to stay above 100 per cent, peaking at 199 per cent and dipping to a low of 192 per cent.

### **Infrastructure renewal gap**

This measures spending on existing assets through renewal and upgrade compared to depreciation. A ratio of 100 per cent or higher indicates that spending on existing assets is moving at a faster rate than the rate of asset deterioration. The Financial Plan forecasts for significant investment in existing assets over the next 10 years, achieving a renewal gap ratio between 85 per cent and 150 per cent. This recognises that in the past two years, we have been below 100 per cent and the need for upgrades driven by safety (The Building Code of Australia under the *Building Act 1975*) and accessibility (*Disability Discrimination Act 1992*).

### **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 1989*:

- prudently manage financial risks related to debt, assets and liabilities
- 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 Victorian Auditor General Office (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.



Financial principle	Measures
1. Council will have fair, affordable and stable revenue and financing mechanisms.	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.
2. Council will have an ongoing sustainable and balanced budget, and ideally a small cash surplus.	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.
3. Council's asset base will be maintained, enhanced and expanded.	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.

Financial principle	Measures
	13. Capital expenditure compared to depreciation is to be greater or equal to 150 per cent over a medium to long term planning horizon.
	14. Assets will be managed in accordance with community need, optimum utilisation and long-term efficiency.
	15. Capital expenditure on existing assets (asset renewals and upgrades) will be higher than depreciation over a medium to long term planning horizon.
4. Capital will be managed in the most efficient manner possible.	16. General reserves will be maintained at levels sufficient to ensure operational liquidity and for contingencies. Working Capital Liquidity Ratio (current assets compared to current liabilities) is to be at least 100 per cent.
	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.
	18. Prudent use of debt shall be subject to achieving: <ul style="list-style-type: none"> <li>○ indebtedness ratio (Non-current liabilities compared to own source revenue) below 40 per cent</li> <li>○ loans and borrowings compared to rates below 70 per cent</li> <li>○ loans and borrowing repayments compared to rates below 20 per cent.</li> </ul>
	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.
5. Council will proactively develop and lead an efficient and effective organisational culture.	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.
	21. The organisation will target delivery of productivity and efficiency savings of greater than one per cent of operating expenditure less depreciation per annum.

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

### **Use of rate revenue**

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

- Local government rates are levied in accordance with a ratepayer's capacity to pay as measured by the Net Annual Value (NAV) of property owned within the municipality. Rates levied are therefore directly proportional to the NAV 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.
- Universal services are funded from the broadest forms of income - rates and parking revenue.
- 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.
- 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. Persons experiencing financial hardship may also, subject to application and financial assessment, access this benefit.

### **Use of borrowings**

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.

## Infrastructure and asset management

Our infrastructure and asset management strategy is supported by the following principles:

- We are committed to spending what is required to renew and enhance our asset base to ensure ongoing fitness for use. The capital budget takes into account expected asset deterioration, increased asset utilisation (capacity requirements) and technology development.
- Renewal of existing assets is generally funded from the depreciation expense that is provided each year. This needs to be applied to the different asset portfolios (drainage, roads, buildings and land improvements) to ensure consistency across the entire network of assets that we manage.
- Maintaining capital expenditure at levels that will replenish existing assets is a higher priority than reducing debt and investing in new assets, as asset funding shortfalls will transfer the liability to future generations.
- Asset acquisitions and capital works projects are funded from rates revenue, reserves, sale of existing assets, government grants or external borrowings.
- Our investment and asset management strategies, purchasing arrangements and other financial tools should encourage environmental responsibility.

## 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 2020/21 (the base year) is based on the June 2019 forecast prepared in April. 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 table below provides a detailed explanation of planning assumptions.

Item	2020/21	2021/22	2022/23	2023/24	2029/30
Consumer Price Index (CPI)	2.0%	1.20%	1.50%	1.90%	2.30%
Based on the most recent forecast from the Deloitte Access Economic Business Outlook for the Victorian Consumer Price Index.					
Rates cap - ESC recommended methodology based on Department of Treasury & Finance historical projections (1.75% to 2.5%)	2.0%	1.75%	1.75%	2.00%	2.25%
There remains some uncertainty regarding the level of the rates cap in future years.					
Growth in the rate base	Growth reduced in the short to medium term between 0.5 to 0.9 per cent in 2024/25 and a 1.3% per annum in the out-years based on population growth data from Profile ID and Fisherman's Bend Taskforce				
Parking revenue	Parking revenue reduced in 2020/21 due to the impact of Covid-19. Future parking revenue base to be 5% lower, offset by population growth and annual fees increased linked to the CPI plus 0.25 percentage points per annum from 2020/21 and fines to increase by CPI per annum.				
User fees and charges	User fees and charges is linked to the CPI plus 0.25 percentage points per annum from 2020/21.				
Open space contributions	Open Space contributions reduced in 2020/21 and 2021 /22 as Covid-19 is expected to impact developments. Outyears to remains at constant at the long-term average of \$4.2 million per annum plus forecast open space contributions from Fishermans Bend.				
Government grants	Ongoing operating grants to increase by CPI. Capital grants are based on identified funding. The out-years set at \$1.4 million plus CPI indexation.				
Interest received	0.60%	0.50%	1.20%	2.10%	3.00%
Based on the Deloitte Access Economic Business Outlook forecast for the 90-day bank bill rate plus 50 basis points.					
Employee costs	2.00%	2.00%	1.75%	2.00%	2.25%
Current Enterprise Agreement due to expired in 2021/22. The plan assumes future EAs linking to the rates cap. Superannuation Guarantee Charge expected to increase from 9.5% to 10% in 2021/22 and gradual increase to 12% by 2025/26.					
Contract services, professional services, materials and other expenditure	Increased by CPI or contractual agreements. Budget 2020/21 includes several cost pressures that are expected to be ongoing including: <ul style="list-style-type: none"> <li>Tender pricing of new contracts increased above CPI including Kerbside collection.</li> </ul>				

Item	2020/21	2021/22	2022/23	2023/24	2029/30
	<ul style="list-style-type: none"> <li>• Victorian Government Landfill Levies increase by 91% over three financial years.</li> <li>• Additional expenditure requirement to address security and public safety concerns.</li> <li>• Insurance premiums – we are working with the Local Government sector towards a collaborative procurement of this service to mitigate this cost pressure.</li> </ul> <p>Provision for the introduction of Advanced Waste Treatment which will minimise waste to landfills has been factored in year 2026/27 at an additional 15% cost increase.</p> <p>Provision for new FOGO waste service from 2022/23.</p>				
Bad and doubtful debts	<p>Long term Parking Infringement Debts are lodged and managed by Fines Victoria. In 2018, Fines Victoria implemented a system upgrade which has caused disruption with the collection of debts. The plan includes \$1.2 million of additional bad debt write-off in 2020/21 due to this issue and assumes gradual improvements.</p>				
Utility costs	<p>Utility costs are expected to be higher than CPI at 3.3% per annum. Water charges have increased significantly in the last couple of years reflecting higher usage mainly caused by below average rainfall - the plan assumes this is ongoing.</p>				
Service growth	<p>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).</p>				
Depreciation	<p>Depreciation will increase as a product of new assets being created consistent with the planned capital program.</p>				
Operating projects	<p>Total operating projects to be capped to \$5.5 million from 2022/23 (including \$1 million of Cloud-based expenditure) and indexed with annual CPI.</p>				
Capital projects	<p>Capital projects consistent with the details planned over the Strategic Resource Plan. Annual capital project budgets will target renewal gap ratio greater than 100% and capital replacement ratio greater than 150%.</p>				
Borrowings	<p>Assumes repayment of existing \$7.5 million loan due to mature in 2021/22. 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, inter-generational significant projects and for growth related capital projects.</p>				
Reserves	<p>The use of reserves remains consistent with past practice. This includes the following assumptions:</p> <ul style="list-style-type: none"> <li>• General reserves will be maintained at levels sufficient to ensure operational liquidity and for contingencies.</li> <li>• Drawdowns for unbudgeted material expenditure must be matched with planned replenishment over the Plan period or the useful live of the relevant assets.</li> </ul>				

Item	2020/21	2021/22	2022/23	2023/24	2029/30
	<ul style="list-style-type: none"> <li>• Open space receipts and out-goings are equivalent in the out-years beyond the SRP</li> <li>• Sustainable transport reserve receipts and out-goings are equivalent in the out-years beyond the SRP</li> <li>• Proceeds from sale of non-strategic properties are quarantined in reserves for future strategic property acquisitions and development.</li> <li>• Where appropriate, unspent capital budgets during the financial year will be quarantined to the asset renewal reserve to fund future capital portfolio investments</li> <li>• Five per cent of Fishermans Bend derived rates income to be quarantined to the municipal growth fund for Fishermans Bend investments.</li> </ul>				

**Financial risks**

There are many financial risks that Council must mitigate in order remain financially sustainable. One of the most significant financial risk is the impact of rate capping.

Our sound financial position with low levels of borrowing and healthy reserves balance, enable us to respond to these financial risks over the 10-year period. If necessary, we can also apply to the ESC for an above rates cap increase.

The following table highlights the financial risks and their impact to Council.

Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Fishermans Bend Funding Gap				
Almost Certain	Extreme	Catastrophic	Council officers are actively involved in the funding and financing plan. Council will only be the development authority at an individual project basis where the project funding risk to Council is considered immaterial.	Medium
The risk of Covid-19 lasting longer and impact more severe than projected.				
Possible	Extreme	Catastrophic	Business Continuity Plan put in place. Officers are monitoring and modelling the financial impact on a regular basis. Services being reviewed and tight fiscal control in place.	Medium
The introduction of the Fishermans Bend Infrastructure Contribution Plan may result in the loss of future Open Space Contributions. The reserve has a deficit of \$6.5 million.				

Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Likely	Major	High	Council officers are actively advocating with the Fishermans Bend Taskforce to seek future Open Space Contributions to equivalent to the Fishermans Bend Open Space Reserve deficit.	Medium
Future unfunded defined benefits superannuation call occurring				
Likely	Major	High	Council monitors its Vested Benefits Index on a quarterly basis to avoid material shortfall calls. Council has some cash reserves to drawdown in the short-term for shortfall calls. However, Council will need to replenish the reserves over the longer term.	Medium
Waste sector disruptions and changes to EPA landfill levies				
Likely	Major	High	Officers are preparing the funding and financing of the Don't Waste It! Strategy beyond year four. Financial Strategies to fund include borrowings, additional revenue, and separate waste charge are under consideration.	Medium
Not realising full benefits of Customer Experience & Transformation				
Possible	Major	High	Program currently being implemented and actively governed including benefits tracking reporting to Executive and Council.	Medium
Rates cap lower than CPI. <ul style="list-style-type: none"> <li>A 0.1% lower than CPI = \$0.13 million reduction per annum</li> </ul> A 1% reduction in the first year (2020/21) will reduce rates income by \$15m over the life of the Plan				
Possible	Major	High	Our financial strategy will be reviewed, and financial levers adjusted to ensure we are financially sustainable.	Medium
Lower property development growth than projected – between 0.5% to 1.3%. A 0.1% lower than CPI = \$129,000 p.a.				
Possible	Major	High	Our financial strategy will be reviewed and financial levers adjusted to ensure we are financially sustainable. Noting that the Plan assumes expenditure growth in line with population growth.	Medium
Fines Victoria system issues impacting the collection of outstanding parking fines				
Almost Certain	Moderate	High	Officers are in regular contact with Fines Victoria. This has been highlighted as a risk to the Strategic Risk Internal Audit Committee. Escalate with other impacted Councils to advocate for compensation/ or fee waiver.	High
Soil contamination on council land (owned and managed)				

Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Almost Certain	Major	High	Soil contamination testing on key sites to quantify likely financial impact.	High
Lower than expected parking revenue. Volatility impacted by macro-economic environment. A 1% reduction = \$380,000.				
Almost Certain	Moderate	Medium	Impacts likely to be a one-off. Council can draw down on reserves or reprioritise expenditure to address temporary shortfall.	Low

### ***Planning for growth***

Council faces a period of significant growth in the municipality due to planned development in FBURA. Current planning projections provide for a possible population increase of 80,000 people by 2050, over 80% of the current population in the municipality. Council is continuing to invest in planning for growth in the municipality, including FBURA, to ensure that service outcomes meet the expectations of current and future generations.

The proposed development in the FBURA 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 FBURA funding and financing plan, uncertainty remains regarding the timing and extent of FBURA infrastructure funding that Council will provide.

Council is actively involved in the delivery of catalytic projects within FBURA. Recently completed projects in the Montague Precinct included:

- Community facilities and netball courts in a joint development with a proposed primary school at Ferrars Street, South Melbourne completed in 2018.
- Strategic open space acquisition “Kirrip Park” and associated remediation and improvement works fit for open space use.
- Streetscape works needed to make the proposed school safe and accessible.

Council recently relinquished its depot land in the Wirraway precinct to the Victorian Government for the development of a Secondary School.

This Outlook includes further infrastructure works at Kirrip Park which may include playgrounds, fitness equipment and public toilets subject to community consultation.

We will update our financial planning for Fishermans Bend as new information becomes available.

## **Non-financial resources**

### ***Council culture***

To strengthen the delivery of the Council Plan, we have developed a *Delivering on Our Commitments* organisational strategy. All activities are viewed through the community's eyes, ensuring delivery of the best possible services, projects and outcomes for the 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.

## Financial statements

This section presents our Financial Statements and Statement of Human Resources. Budget information for 2019/20 to 2023/24 has been extracted from the Strategic Resource Plan.

This section includes the following budgeted financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- Comprehensive income statement
- Income statement converted to cash
- Balance sheet
- Statement of changes in equity
- Statement of cash flows
- Statement of capital works
- Capital projects 2020/21
- Summary of capital works expenditure 2020-24
- 2020-30 capital program
- 2020-24 operating projects
- Schedule of reserve movements
- Statement of human resources
- Summary of planned human resources
- Grants – operating
- Grants – capital
- Statement of borrowings



## Comprehensive income statement

	Notes	Forecast Budget		Projections								
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>												
Rates and charges		129,213	132,585	135,378	138,050	141,102	144,473	148,947	153,781	158,746	163,959	169,335
Statutory fees and fines:												
• Parking fines	1	15,024	14,993	19,250	19,635	20,168	20,571	20,982	21,402	21,830	22,267	22,712
• Other statutory fees and fines		3,283	3,675	3,749	3,924	4,102	4,284	4,470	4,559	4,650	4,743	4,838
User fees:												
• Parking fees	1	15,748	16,508	19,378	19,837	20,377	20,896	21,428	22,016	22,663	23,306	23,920
• Other user fees		20,467	18,601	19,438	19,833	20,721	21,276	21,796	22,372	23,007	23,638	24,238
Grants - operating		11,475	9,108	10,058	10,209	10,403	10,632	10,866	11,127	11,416	11,701	11,970
Grants - capital		2,286	2,163	4,842	3,675	1,430	1,460	1,490	1,530	1,570	1,610	1,650
Contributions - monetary	2	8,008	2,532	2,496	4,868	7,970	9,510	7,970	7,970	6,230	6,230	6,230
Contributions - non-monetary		-	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures accounted for by the equity method		-	-	-	-	-	-	-	-	-	-	-
Other income	3	16,443	20,578	21,980	24,089	24,915	25,894	26,194	26,917	27,985	29,555	30,041
<b>Total Income</b>		<b>221,947</b>	<b>220,742</b>	<b>236,569</b>	<b>244,119</b>	<b>251,188</b>	<b>258,996</b>	<b>264,142</b>	<b>271,673</b>	<b>278,096</b>	<b>287,008</b>	<b>294,935</b>
<b>Expenses</b>												
Employee costs		92,130	91,638	94,456	95,726	98,278	101,077	104,853	108,319	111,900	115,685	119,511
Materials and services	4	87,666	90,644	85,280	85,685	84,379	84,063	85,215	87,398	89,224	90,959	94,719
Bad and doubtful debts		5,038	5,153	4,874	4,607	4,094	3,584	3,663	3,751	3,848	3,944	4,035
Depreciation		24,721	25,276	25,963	26,748	27,665	28,697	29,769	30,940	32,221	33,522	34,807
Amortisation - right of use assets		720	950	961	975	994	1,016	1,038	1,063	1,091	1,118	1,144
Borrowing costs		350	349	349	-	-	-	-	-	-	-	-
Finance Costs - leases		3	75	106	69	89	99	97	96	101	110	110
Other expenses	5	11,732	18,231	17,947	18,217	18,563	18,971	18,888	19,342	19,845	20,342	20,809
Net (gain)/loss on disposal of property, infrastructure, plant and equipment		4,310	5,360	5,401	5,484	5,592	5,718	5,848	5,992	6,152	6,310	6,459
<b>Total Expenses</b>		<b>226,670</b>	<b>237,676</b>	<b>235,338</b>	<b>237,510</b>	<b>239,652</b>	<b>243,224</b>	<b>249,371</b>	<b>256,901</b>	<b>264,383</b>	<b>271,990</b>	<b>281,594</b>
<b>Operating Surplus/(Deficit) for the year</b>	<b>6</b>	<b>(4,723)</b>	<b>(16,934)</b>	<b>1,231</b>	<b>6,609</b>	<b>11,536</b>	<b>15,772</b>	<b>14,771</b>	<b>14,772</b>	<b>13,713</b>	<b>15,018</b>	<b>13,341</b>

**Notes to Comprehensive Income Statement**

1. Parking fines and fees – The draft budget 2020/21 includes a lower utilisation of paid parking and lower fines due to the impact of Covid-19. A 5% reduction to our base revenue in the outyears factoring likely increased in work from home employment arrangements.
2. Other income – In accordance with accounting standard AASB16 Leases Council has budgeted for the first time \$10.1m of non-cash subsidised rent to community organisations as revenue and matching expenditure (other expenses).
3. Contributions – monetary – Open Space contributions reduced in 2020/21 and 2021/22 as Covid-19 is expected to impact developments. Outyears to remains constant at \$4.2 million per annum plus forecast open space contributions from Fishermans Bend.
4. Materials and services – The draft Budget 2020/21 includes \$9.6 million of expenditure due to the technology shift to Cloud-based managed services which will reclassify to operating expenditure rather than capital investment. The total program is expected to deliver \$40m of productivity and efficiency savings, much greater than the total program cost of \$23 million.
5. Other expenses – In accordance with accounting standard AASB16 Leases Council has budgeted for the first time \$10.1m of non-cash subsidised rent to community organisations as expenditure and matching revenue (other income).
6. Operating Surplus/(Deficit) for the year – An operating deficit is expected in draft Budget 2020/21 impact by the item identified in note 2 and Covid-19. A \$0.99 million cash surplus is expected in draft Budget 2020/21 due to efficiency savings, service level reductions, portfolio reductions and operating expenditure reductions to address the \$32 million revenue impact from Covid-19.

## Income statement converted to cash

	Notes	Forecast Budget		Projections								
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating Surplus/ (Deficit) for the year</b>		<b>(4,723)</b>	<b>(16,934)</b>	<b>1,231</b>	<b>6,609</b>	<b>11,536</b>	<b>15,772</b>	<b>14,771</b>	<b>14,772</b>	<b>13,713</b>	<b>15,018</b>	<b>13,341</b>
<b>Adjustments for non-cash operating items:</b>												
• Add back depreciation & amortisation		25,441	26,226	26,924	27,723	28,659	29,713	30,807	32,003	33,312	34,640	35,951
• Add back written-down value of asset disposals		4,690	5,740	5,851	5,934	6,042	6,168	6,298	6,442	6,602	6,760	6,909
• Add back balance sheet work in progress reallocated to operating		1,200	1,200	1,214	1,232	1,255	1,283	1,311	1,342	1,377	1,411	1,443
<b>Adjustments for investing items:</b>												
• Less capital expenditure (deferrals funded from reserves)	1	(25,772)	(25,733)	(41,320)	(42,418)	(42,320)	(44,119)	(45,690)	(47,568)	(49,557)	(51,534)	(53,561)
<b>Adjustments for financing items:</b>												
• Less Loan Repayments		-	-	(7,500)	-	-	-	-	-	-	-	-
• Less Lease Repayments		(693)	(648)	(961)	(876)	(894)	(1,016)	(1,039)	(1,064)	(1,091)	(1,118)	(1,144)
• Add New Borrowings		-	-	-	-	-	-	-	-	-	-	-
<b>Adjustments for reserve movements:</b>												
• Statutory Reserve Drawdown/ (Replenish)		366	515	712	(163)	340	(2,882)	(2,950)	(2,950)	(1,210)	(1,210)	(1,210)
• Discretionary Reserve Drawdown/ (Replenish)		(5,085)	14,341	13,447	2,166	(4,852)	(4,950)	(3,456)	(2,880)	(3,214)	(4,094)	(1,676)
<b>Cash Surplus/(Deficit) for the Year</b>		<b>(4,576)</b>	<b>4,707</b>	<b>(403)</b>	<b>207</b>	<b>(235)</b>	<b>(31)</b>	<b>53</b>	<b>98</b>	<b>(67)</b>	<b>(127)</b>	<b>53</b>
Opening Balance - Cash Surplus		862	(3,714)	993	590	797	562	531	583	681	614	487
<b>Closing Cash Surplus Balance</b>		<b>(3,714)</b>	<b>993</b>	<b>590</b>	<b>797</b>	<b>562</b>	<b>531</b>	<b>583</b>	<b>681</b>	<b>614</b>	<b>487</b>	<b>540</b>

### Notes Income Statement converted to cash

- Capital expenditure – Reduction in portfolio investment to address the funding deficit caused by Covid-19. Over the period of the Financial Plan, we provide for appropriate levels of capital expenditure to ensure existing assets are maintained and improved, while investing in growth driven assets. Over the 10-year period, we plan for our total capital expenditure to be greater than 150 per cent of depreciation expenditure.

## Balance sheet

	Forecast	Budget	Projections								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>											
<b>Current assets</b>											
Cash and cash equivalents	17,939	15,517	7,705	4,800	6,046	8,916	10,470	11,572	11,186	13,629	11,813
Trade and other receivables	15,022	15,052	15,070	15,093	15,122	15,155	15,188	15,224	15,264	15,302	15,337
Other financial assets	60,500	60,500	54,500	56,500	60,500	66,500	72,500	78,500	84,500	88,500	94,500
Non current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Other assets	3,699	3,706	3,710	3,716	3,723	3,731	3,739	3,748	3,758	3,767	3,776
<b>Total current assets</b>	<b>97,160</b>	<b>94,775</b>	<b>80,985</b>	<b>80,109</b>	<b>85,391</b>	<b>94,302</b>	<b>101,897</b>	<b>109,044</b>	<b>114,708</b>	<b>121,198</b>	<b>125,426</b>
<b>Non-current assets</b>											
Investments in associates and joint ventures	347	347	347	347	347	347	347	347	347	347	347
Other financial assets	616	616	616	616	616	616	616	616	616	616	616
Property, infrastructure, plant and equipment	3,139,028	3,257,385	3,265,677	3,405,263	3,412,622	3,558,228	3,566,540	3,719,901	3,729,258	3,890,842	3,901,243
Right of use assets	1,276	926	1,215	1,201	1,183	1,162	1,140	1,115	1,088	1,061	1,036
<b>Total non-current assets</b>	<b>3,141,267</b>	<b>3,259,274</b>	<b>3,267,855</b>	<b>3,407,428</b>	<b>3,414,768</b>	<b>3,560,352</b>	<b>3,568,643</b>	<b>3,721,980</b>	<b>3,731,309</b>	<b>3,892,866</b>	<b>3,903,242</b>
<b>TOTAL ASSETS</b>	<b>3,238,427</b>	<b>3,354,049</b>	<b>3,348,840</b>	<b>3,487,536</b>	<b>3,500,159</b>	<b>3,654,654</b>	<b>3,670,540</b>	<b>3,831,024</b>	<b>3,846,017</b>	<b>4,014,065</b>	<b>4,028,668</b>
<b>LIABILITIES</b>											
<b>Current liabilities</b>											
Trade and other payables	12,030	19,271	19,502	19,795	20,171	20,615	21,069	21,575	22,136	22,689	23,211
Trust funds and deposits	5,618	5,730	5,799	5,886	5,998	6,130	6,265	6,415	6,582	6,747	6,902
Provisions	14,496	14,844	15,245	15,702	16,142	16,594	17,059	17,537	18,028	18,533	19,052
Interest-bearing liabilities	-	7,500	-	-	-	-	-	-	-	-	-
Lease liabilities	325	347	334	419	401	279	256	231	204	177	151
<b>Total current liabilities</b>	<b>32,469</b>	<b>47,692</b>	<b>40,880</b>	<b>41,802</b>	<b>42,712</b>	<b>43,618</b>	<b>44,649</b>	<b>45,758</b>	<b>46,950</b>	<b>48,146</b>	<b>49,316</b>
<b>Non-current liabilities</b>											
Provisions	2,586	2,648	2,719	2,801	2,879	2,960	3,043	3,128	3,216	3,306	3,399
Interest-bearing liabilities	7,500	-	-	-	-	-	-	-	-	-	-
Lease liabilities	474	404	706	706	806	906	906	906	906	906	906
<b>Total non current liabilities</b>	<b>10,560</b>	<b>3,052</b>	<b>3,425</b>	<b>3,507</b>	<b>3,685</b>	<b>3,866</b>	<b>3,949</b>	<b>4,034</b>	<b>4,122</b>	<b>4,212</b>	<b>4,305</b>
<b>TOTAL LIABILITIES</b>	<b>43,029</b>	<b>50,744</b>	<b>44,305</b>	<b>45,309</b>	<b>46,397</b>	<b>47,484</b>	<b>48,598</b>	<b>49,792</b>	<b>51,072</b>	<b>52,358</b>	<b>53,621</b>
<b>NET ASSETS</b>	<b>3,195,398</b>	<b>3,303,305</b>	<b>3,304,536</b>	<b>3,442,227</b>	<b>3,453,763</b>	<b>3,607,170</b>	<b>3,621,942</b>	<b>3,781,232</b>	<b>3,794,945</b>	<b>3,961,707</b>	<b>3,975,047</b>
<b>EQUITY</b>											
Accumulated surplus	636,227	634,149	649,539	658,151	665,174	673,113	681,479	690,421	699,710	709,424	719,878
Asset revaluation reserve	2,496,804	2,621,644	2,621,644	2,752,726	2,752,726	2,890,362	2,890,362	3,034,880	3,034,880	3,186,624	3,186,624
Other reserves	62,367	47,511	33,353	31,350	35,862	43,695	50,101	55,931	60,355	65,659	68,545
<b>TOTAL EQUITY</b>	<b>3,195,398</b>	<b>3,303,305</b>	<b>3,304,536</b>	<b>3,442,227</b>	<b>3,453,763</b>	<b>3,607,170</b>	<b>3,621,942</b>	<b>3,781,232</b>	<b>3,794,945</b>	<b>3,961,707</b>	<b>3,975,047</b>

## Statement of changes in equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
<b>2021</b>				
Balance at beginning of the financial year	3,195,398	636,227	2,496,804	62,367
Comprehensive result	(16,934)	(16,934)	-	-
Net asset revaluation increment(decrement)	124,840	-	124,840	-
Transfer to other reserves	-	(7,689)	-	7,689
Transfer from other reserves	-	22,545	-	(22,545)
<b>Balance at end of the financial year</b>	<b>3,303,305</b>	<b>634,149</b>	<b>2,621,644</b>	<b>47,511</b>
<b>2022</b>				
Balance at beginning of the financial year	3,303,305	634,149	2,621,644	47,511
Comprehensive result	1,231	1,231	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(8,354)	-	8,354
Transfer from other reserves	-	22,513	-	(22,513)
<b>Balance at end of the financial year</b>	<b>3,304,536</b>	<b>649,539</b>	<b>2,621,644</b>	<b>33,353</b>
<b>2023</b>				
Balance at beginning of the financial year	3,304,536	649,539	2,621,644	33,353
Comprehensive result	6,609	6,609	-	-
Net asset revaluation increment(decrement)	131,082	-	131,082	-
Transfer to other reserves	-	(10,329)	-	10,329
Transfer from other reserves	-	12,332	-	(12,332)
<b>Balance at end of the financial year</b>	<b>3,442,227</b>	<b>658,151</b>	<b>2,752,726</b>	<b>31,350</b>

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
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	\$'000	\$'000	\$'000	\$'000
<b>2024</b>				
Balance at beginning of the financial year	3,442,227	658,151	2,752,726	31,350
Comprehensive result	11,536	11,536	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(13,652)	-	13,652
Transfer from other reserves	-	9,140	-	(9,140)
<b>Balance at end of the financial year</b>	<b>3,453,763</b>	<b>665,174</b>	<b>2,752,726</b>	<b>35,862</b>
<b>2025</b>				
Balance at beginning of the financial year	3,453,763	665,174	2,752,726	35,862
Comprehensive result	15,772	15,772	-	-
Net asset revaluation increment(decrement)	137,636	-	137,636	-
Transfer to other reserves	-	(15,252)	-	15,252
Transfer from other reserves	-	7,420	-	(7,420)
<b>Balance at end of the financial year</b>	<b>3,607,170</b>	<b>673,113</b>	<b>2,890,362</b>	<b>43,695</b>
<b>2026</b>				
Balance at beginning of the financial year	3,607,170	673,113	2,890,362	43,695
Comprehensive result	14,771	14,771	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(13,776)	-	13,776
Transfer from other reserves	-	7,370	-	(7,370)
<b>Balance at end of the financial year</b>	<b>3,621,942</b>	<b>681,479</b>	<b>2,890,362</b>	<b>50,101</b>

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
<b>2027</b>				
Balance at beginning of the financial year	3,621,942	681,479	2,890,362	50,101

Comprehensive result	14,772	14,772	-	-
Net asset revaluation increment(decrement)	144,518	-	144,518	-
Transfer to other reserves	-	(14,200)	-	14,200
Transfer from other reserves	-	8,370	-	(8,370)
<b>Balance at end of the financial year</b>	<b>3,781,232</b>	<b>690,421</b>	<b>3,034,880</b>	<b>55,931</b>
<b>2028</b>				
Balance at beginning of the financial year	3,781,232	690,421	3,034,880	55,931
Comprehensive result	13,713	13,713	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(12,194)	-	12,194
Transfer from other reserves	-	7,770	-	(7,770)
<b>Balance at end of the financial year</b>	<b>3,794,945</b>	<b>699,710</b>	<b>3,034,880</b>	<b>60,355</b>
<b>2029</b>				
Balance at beginning of the financial year	3,794,945	699,710	3,034,880	60,355
Comprehensive result	15,018	15,018	-	-
Net asset revaluation increment(decrement)	151,744	-	151,744	-
Transfer to other reserves	-	(12,674)	-	12,674
Transfer from other reserves	-	7,370	-	(7,370)
<b>Balance at end of the financial year</b>	<b>3,961,707</b>	<b>709,424</b>	<b>3,186,624</b>	<b>65,659</b>
<b>2030</b>				
Balance at beginning of the financial year	3,961,707	709,424	3,186,624	65,659
Comprehensive result	13,341	13,341	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(11,456)	-	11,456
Transfer from other reserves	-	8,570	-	(8,570)
<b>Balance at end of the financial year</b>	<b>3,975,047</b>	<b>719,878</b>	<b>3,186,624</b>	<b>68,545</b>

## Statement of cash flows

	Notes	Budget Forecast Budget Projections											
		2019/20	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>													
Rates and charges			129,213	132,585	135,378	138,050	141,102	144,473	148,947	153,781	158,746	163,959	169,335
Statutory fees and fines													
• Parking fines		19,975	10,058	10,027	14,525	15,139	16,187	17,103	17,438	17,773	18,107	18,451	18,808
• Other statutory fees and fines		4,071	3,281	3,673	3,747	3,922	4,100	4,282	4,468	4,557	4,648	4,741	4,836
User fees													
• Parking fees		13,740	17,315	18,151	21,308	21,813	22,407	22,978	23,563	24,210	24,921	25,629	26,304
• Other user fees		14,393	22,311	20,141	21,112	21,581	22,545	23,145	23,712	24,336	25,024	25,714	26,371
Grants - operating		10,243	11,475	9,108	10,058	10,209	10,403	10,632	10,866	11,127	11,416	11,701	11,970
Grants - capital		2,586	2,286	2,163	4,842	3,675	1,430	1,460	1,490	1,530	1,570	1,610	1,650
Contributions - monetary		1,540	8,008	2,532	2,496	4,868	7,970	9,510	7,970	7,970	6,230	6,230	6,230
Interest received		1,809	1,509	552	387	900	1,285	1,445	1,507	1,637	2,048	2,670	2,838
Net trust funds taken		-	53,210	54,274	54,881	55,721	56,803	58,070	59,348	60,784	62,378	63,931	65,388
Other receipts		11,544	12,570	10,964	12,559	14,144	14,412	15,058	15,059	15,420	15,820	16,546	16,598
Net GST refund			7,729	7,976	8,418	8,345	8,060	8,055	8,186	8,457	8,691	8,884	9,349
Employee costs			(92,220)	(91,418)	(94,245)	(95,452)	(98,031)	(100,820)	(104,587)	(108,044)	(111,616)	(115,392)	(119,207)
Materials and services			(104,456)	(93,566)	(96,126)	(96,593)	(95,038)	(94,761)	(96,135)	(98,627)	(100,729)	(102,794)	(107,116)
Trust funds and deposits repaid			(53,100)	(54,162)	(54,812)	(55,634)	(56,691)	(57,938)	(59,213)	(60,634)	(62,211)	(63,766)	(65,233)
Other payments			(9,055)	(8,997)	(8,551)	(8,680)	(8,845)	(9,040)	(8,688)	(8,897)	(9,128)	(9,357)	(9,571)
<b>Net cash provided by operating activities</b>		<b>79,901</b>	<b>20,134</b>	<b>24,002</b>	<b>35,976</b>	<b>42,008</b>	<b>48,101</b>	<b>53,653</b>	<b>53,931</b>	<b>55,380</b>	<b>55,914</b>	<b>58,757</b>	<b>58,550</b>
<b>Cash flows from investing activities</b>													
Payments for property, infrastructure, plant and equipment			(25,772)	(25,733)	(41,320)	(42,418)	(42,320)	(44,119)	(45,690)	(47,568)	(49,557)	(51,534)	(53,561)
Proceeds from the sale of property, infrastructure, plant and equipment			380	380	450	450	450	450	450	450	450	450	450
Payments for investments			-	-	-	(2,000)	(4,000)	(6,000)	(6,000)	(6,000)	(6,000)	(4,000)	(6,000)
Proceeds from sale of investments			8,000	-	6,000	-	-	-	-	-	-	-	-
<b>Net cash used in investing activities</b>		<b>-</b>	<b>(17,392)</b>	<b>(25,353)</b>	<b>(34,870)</b>	<b>(43,968)</b>	<b>(45,870)</b>	<b>(49,669)</b>	<b>(51,240)</b>	<b>(53,118)</b>	<b>(55,107)</b>	<b>(55,084)</b>	<b>(59,111)</b>
<b>Cash flows from financing activities</b>													
Finance costs		(349)	(350)	(349)	(349)	-	-	-	-	-	-	-	-
Proceeds from borrowings		-	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	1	-	-	-	(7,500)	-	-	-	-	-	-	-	-
Interest paid - lease liabilities		(101)	(3)	(75)	(106)	(69)	(89)	(99)	(97)	(96)	(101)	(110)	(110)
Repayment of lease liabilities		-	(693)	(648)	(961)	(876)	(894)	(1,016)	(1,039)	(1,064)	(1,091)	(1,118)	(1,144)
<b>Net cash provided by / (used in) financing activities</b>		<b>(450)</b>	<b>(1,046)</b>	<b>(1,072)</b>	<b>(8,917)</b>	<b>(945)</b>	<b>(983)</b>	<b>(1,115)</b>	<b>(1,136)</b>	<b>(1,159)</b>	<b>(1,192)</b>	<b>(1,229)</b>	<b>(1,254)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>79,451</b>	<b>1,696</b>	<b>(2,423)</b>	<b>(7,811)</b>	<b>(2,905)</b>	<b>1,248</b>	<b>2,869</b>	<b>1,555</b>	<b>1,103</b>	<b>(385)</b>	<b>2,444</b>	<b>(1,815)</b>
Cash and cash equivalents at beginning of year		53,014	16,243	17,939	15,517	7,706	4,800	6,048	8,917	10,472	11,575	11,189	13,634
<b>Cash &amp; cash equivalents at end of year</b>		<b>132,465</b>	<b>17,939</b>	<b>15,517</b>	<b>7,706</b>	<b>4,800</b>	<b>6,048</b>	<b>8,917</b>	<b>10,472</b>	<b>11,575</b>	<b>11,189</b>	<b>13,634</b>	<b>11,819</b>

### Notes to Statement of Cash Flows:

1. **Repayment of borrowings** – Council plans to retire the \$7.5 million loan maturing in the 2021/22 financial year.



## Statement of capital works

	Forecast	Budget Projections									
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
<b>Property</b>											
Land	-	-	-	-	-	-	-	-	-	-	-
Land improvements (marine assets)	-	-	-	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-	-	-	-
Building improvements	10,984	8,757	13,436	12,159	15,619	16,467	17,351	17,880	18,695	19,962	21,121
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	<b>10,984</b>	<b>8,757</b>	<b>13,436</b>	<b>12,159</b>	<b>15,619</b>	<b>16,467</b>	<b>17,351</b>	<b>17,880</b>	<b>18,695</b>	<b>19,962</b>	<b>21,121</b>
<b>Total property</b>	<b>10,984</b>	<b>8,757</b>	<b>13,436</b>	<b>12,159</b>	<b>15,619</b>	<b>16,467</b>	<b>17,351</b>	<b>17,880</b>	<b>18,695</b>	<b>19,962</b>	<b>21,121</b>
<b>Plant and equipment</b>											
Plant, machinery and equipment	741	923	700	700	800	818	836	856	878	900	920
Fixtures, fittings and furniture	715	-	-	-	50	50	51	52	54	55	56
Computers and telecommunications	426	750	1,100	650	768	785	803	1,200	800	820	839
Heritage and artworks	-	30	30	30	31	31	32	33	34	35	35
Library books	852	652	952	952	873	892	912	934	958	982	1,004
Motor vehicles	817	914	1,225	1,122	1,104	1,104	1,204	1,282	1,062	1,122	1,282
<b>Total plant and equipment</b>	<b>3,551</b>	<b>3,269</b>	<b>4,007</b>	<b>3,454</b>	<b>3,626</b>	<b>3,680</b>	<b>3,837</b>	<b>4,356</b>	<b>3,785</b>	<b>3,913</b>	<b>4,137</b>
<b>Infrastructure</b>											
Roads	2,045	2,561	3,682	4,735	4,601	4,522	4,624	4,737	4,863	4,987	5,104
Bridges	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	1,397	1,145	3,390	2,370	3,078	3,352	3,426	3,508	4,024	4,124	4,219
Drainage	1,874	965	1,540	2,140	2,950	2,950	3,015	3,327	3,663	3,755	3,841
Parks, open space and streetscapes	5,614	8,936	15,004	17,300	12,179	12,876	13,159	13,475	14,235	14,493	14,832
Off street car parks	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	307	100	260	260	266	272	278	285	292	300	307
<b>Total infrastructure</b>	<b>11,237</b>	<b>13,707</b>	<b>23,877</b>	<b>26,805</b>	<b>23,074</b>	<b>23,972</b>	<b>24,502</b>	<b>25,332</b>	<b>27,077</b>	<b>27,659</b>	<b>28,302</b>
<b>Total capital works expenditure</b>	<b>25,772</b>	<b>25,733</b>	<b>41,320</b>	<b>42,418</b>	<b>42,320</b>	<b>44,119</b>	<b>45,690</b>	<b>47,568</b>	<b>49,557</b>	<b>51,534</b>	<b>53,561</b>

	Forecast		Budget Projections								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Represented by:</b>											
New asset expenditure	2,536	1,345	1,684	1,309	949	4,412	4,569	4,757	4,956	5,153	5,356
Asset renewal expenditure	11,909	14,530	18,560	21,997	21,623	24,265	25,129	26,162	27,256	28,343	29,458
Asset upgrade expenditure	9,117	9,758	20,281	18,205	17,063	13,236	13,707	14,270	14,867	15,460	16,068
Asset expansion expenditure	2,210	100	795	907	2,685	2,206	2,284	2,378	2,478	2,577	2,678
<b>Total capital works expenditure</b>	<b>25,772</b>	<b>25,733</b>	<b>41,320</b>	<b>42,418</b>	<b>42,320</b>	<b>44,119</b>	<b>45,690</b>	<b>47,568</b>	<b>49,557</b>	<b>51,534</b>	<b>53,561</b>
	-										
<b>Funding sources represented by:</b>											
Grants	2,286	1,663	4,842	3,675	1,430	1,460	1,490	1,530	1,570	1,610	1,650
Contributions	524	-	-	-	-	-	-	-	-	-	-
Reserves	16,326	10,850	13,562	11,170	6,880	7,420	7,370	7,370	7,770	7,370	8,570
Council cash	6,636	13,220	22,916	27,573	34,010	35,239	36,830	38,668	40,217	42,554	43,341
Borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Total capital works expenditure</b>	<b>25,772</b>	<b>25,733</b>	<b>41,320</b>	<b>42,418</b>	<b>42,320</b>	<b>44,119</b>	<b>45,690</b>	<b>47,568</b>	<b>49,557</b>	<b>51,534</b>	<b>53,561</b>

## Budget 2020/21 Capital Projects

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PROPERTY</b>												
<b>BUILDINGS</b>												
Energy Efficiency and Solar Program	10	40	50	-	-	20	20	-	-	-	50	-
Public Toilet Plan Implementation Program	30	475	505	-	333	143	-	-	-	-	505	-
South Melb Market Stall Changeover Refits	75	50	125	-	30	20	-	-	-	-	125	-
South Melb Market External Food Hall Upgrade	-	-	-	-	-	-	-	-	-	-	-	-
Building Renewal and Upgrade Program	200	1,625	1,825	-	975	650	-	-	-	-	1,825	-
Children's Centre Minor Capital Works	30	140	170	-	84	56	-	-	-	170	-	-
South Melb Market Renewal Program	45	5	50	-	5	1	-	-	-	-	50	-
Building Safety and Accessibility Program	120	1,052	1,172	263	316	473	-	-	-	-	1,172	-
South Melb Market Building Compliance Works	30	100	130	-	40	60	-	-	-	-	130	-
South Melbourne Market Public Safety Improvements	50	310	360	-	233	78	-	-	-	-	360	-
<b>TOTAL BUILDINGS</b>	590	3,797	4,387	263	2,014	1,500	20	-	-	170	4,217	-
<b>TOTAL PROPERTY</b>	590	3,797	4,387	263	2,014	1,500	20	-	-	170	4,217	-

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PLANT AND EQUIPMENT</b>												
<b>PLANT, MACHINERY AND EQUIPMENT</b>												
Parking Technology Renewal And Upgrade Program	-	350	350	-	175	175	-	-	-	-	350	-
Plant And Equipment Renewal and Upgrade Program	-	573	573	-	287	287	-	-	-	-	573	-
<b>TOTAL PLANT, MACHINERY &amp; EQUIPMENT</b>	-	923	923	-	462	462	-	-	-	-	923	-
<b>FIXTURES, FITTINGS AND FURNITURE</b>												
<b>TOTAL FIXTURES, FITTINGS AND FURNITURE</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>COMPUTERS AND TELECOMMUNICATIONS</b>												
Core IT Infrastructure Renewal and Upgrade Program	100	750	850	-	750	-	-	-	-	-	850	-
<b>TOTAL COMPUTERS &amp; TELECOMMUNICATIONS</b>	100	750	850	-	750	-	-	-	-	-	850	-
<b>HERITAGE PLANT AND EQUIPMENT</b>												
Art Acquisition	-	30	30	15	-	15	-	-	-	-	30	-
<b>TOTAL HERITAGE PLANT AND EQUIPMENT</b>	-	30	30	15	-	15	-	-	-	-	30	-
<b>LIBRARY BOOKS</b>												
Library Purchases	-	652	652	-	652	-	-	-	-	-	652	-
<b>TOTAL LIBRARY BOOKS</b>	-	652	652	-	652	-	-	-	-	-	652	-
<b>MOTOR VEHICLES</b>												
Council Fleet Renewal Program	-	914	914	-	914	-	-	-	-	-	914	-
<b>TOTAL MOTOR VEHICLES</b>	-	914	914	-	914	-	-	-	-	-	914	-
<b>TOTAL PLANT AND EQUIPMENT</b>	100	3,269	3,369	15	2,778	477	-	-	-	-	3,369	-

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INFRASTRUCTURE</b>												
<b>ROADS</b>												
Blackspot Safety Improvements	50	228	278	-	171	57	-	278	-	-	-	-
Kerb and Gutter Renewal Program	50	313	363	-	219	94	-	-	-	-	363	-
Laneway Renewal and Upgrade Program	30	200	230	-	130	70	-	-	-	-	230	-
Road Renewal Program	150	1,300	1,450	-	1,300	-	-	300	-	-	1,150	-
Wellington Street Upgrade Stage 3	50	200	250	-	160	40	-	-	-	-	250	-
<b>TOTAL ROADS</b>	<b>330</b>	<b>2,241</b>	<b>2,571</b>	<b>-</b>	<b>1,980</b>	<b>261</b>	<b>-</b>	<b>578</b>	<b>-</b>	<b>-</b>	<b>1,993</b>	<b>-</b>
<b>FOOTPATHS AND CYCLEWAYS</b>												
Local Area Traffic Management Infrastructure	-	90	90	-	36	54	-	60	-	-	30	-
Pedestrian Infrastructure Delivery	-	40	40	-	16	24	-	-	-	40	-	-
Footpath Renewal Program	43	300	343	-	240	60	-	-	-	-	343	-
Park Street Bike Link	50	75	125	9	19	38	10	125	-	-	-	-
<b>TOTAL FOOTPATHS AND CYCLEWAYS</b>	<b>93</b>	<b>505</b>	<b>598</b>	<b>9</b>	<b>311</b>	<b>176</b>	<b>10</b>	<b>185</b>	<b>-</b>	<b>40</b>	<b>373</b>	<b>-</b>
<b>DRAINAGE</b>												
Water Sensitive Urban Design Program	-	50	50	-	-	35	15	-	-	-	50	-
Stormwater Management Program	-	915	915	-	915	-	-	-	-	-	915	-
<b>TOTAL DRAINAGE</b>	<b>-</b>	<b>965</b>	<b>965</b>	<b>-</b>	<b>915</b>	<b>35</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>965</b>	<b>-</b>

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PARKS, OPEN SPACE AND STREETSCAPES</b>												
JL Murphy Synthetic Field	-	100	100	-	80	20	-	-	-	100	-	-
Public Space Accessibility Improvement Program	-	50	50	-	13	38	-	-	-	-	50	-
Public Space Lighting Expansion Program	-	-	-	-	-	-	-	-	-	-	-	-
Sport and Recreation Infrastructure Program	40	10	50	-	3	3	5	-	-	25	25	-
Sports Fields Lighting Expansion	-	25	25	8	8	10	-	-	-	25	-	-
Foreshore Assets Renewal and Upgrade Program	100	50	150	-	43	8	-	-	-	-	150	-
Litter Bin Renewal and Expansion Program	-	296	296	59	237	-	-	-	-	-	296	-
Open Space Irrigation Renewal and Upgrade Program	-	50	50	-	25	25	-	-	-	-	50	-
Parks and Playground Renewal and Upgrade Program	50	-	50	-	-	-	-	-	-	50	-	-
Parks Furniture and Pathway Renewal Program	25	125	150	-	63	63	-	-	-	-	150	-
Public Space Lighting Renewal and Upgrade Program	100	1,200	1,300	-	840	360	-	-	-	-	1,300	-
Hostile Vehicle Management Acland Plaza	-	40	40	-	16	24	-	-	-	-	40	-
Hostile Vehicle Management Luna Park & Palais	-	2,800	2,800	-	1,120	1,680	-	650	-	1,150	1,000	-
Gasworks Arts Park Reinstatement	60	240	300	-	60	180	-	-	-	300	-	-
JL Murphy Playspace Upgrade	50	450	500	-	225	225	-	-	-	-	500	-
Lagoon Reserve Pavilion Replacement	25	75	100	-	75	-	-	-	-	-	100	-
Lagoon Reserve Sport Field Redevelopment	25	25	50	-	13	13	-	-	-	-	50	-
Graham Street Skate Park Upgrade	35	215	250	-	108	108	-	250	-	-	-	-
St Kilda Foreshore Donavon's to Marina Reserve Infrastructure Upgra	-	100	100	-	30	70	-	-	-	-	100	-
Northport Oval Upgrade	-	25	25	-	13	13	-	-	-	25	-	-
JL Murphy Multi-purpose Synthetic Field	-	50	50	25	-	25	-	-	-	50	-	-
New Dog Park	-	25	25	-	-	25	-	-	-	25	-	-
North Port Oval (Election project)	25	125	150	-	-	125	-	-	-	-	150	-
Kings Place Plaza Pocket Park	40	140	180	-	70	70	-	-	-	180	-	-
RF Julier Reserve Pavilion Replacement	-	80	80	-	20	60	-	-	-	-	80	-
Rotary Park Playspace Development	50	250	300	125	-	125	-	-	-	140	160	-
<b>TOTAL PARKS, OPEN SPACE &amp; STREETSCAPES</b>	625	6,546	7,171	217	3,058	3,267	5	900	-	2,070	4,201	-
<b>OTHER INFRASTRUCTURE</b>												
Street Signage and Furniture Renewal Program	-	100	100	-	100	-	-	-	-	-	100	-
<b>TOTAL OTHER INFRASTRUCTURE</b>	-	100	100	-	100	-	-	-	-	-	100	-
<b>TOTAL INFRASTRUCTURE</b>	1,048	10,357	11,405	226	6,364	3,738	30	1,663	-	2,110	7,632	-
<b>TOTAL NEW CAPITAL WORKS 2020/21</b>	1,738	17,423	19,161	504	11,155	5,714	50	1,663	-	2,280	15,218	-

## Works Carried Forward From 2019/20

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PROPERTY</b>												
<b>BUILDINGS</b>												
Bubup Nairn Cladding Rectification	40	250	290	-	125	125	-	-	-	290	-	-
Energy Efficiency and Solar Program	-	100	100	-	-	50	50	-	-	100	-	-
Public Toilet Plan Implementation Program	-	235	235	-	165	71	-	-	-	235	-	-
Building Safety and Accessibility Program	-	1,440	1,440	360	432	648	-	-	-	1,440	-	-
South Melb Market Building Compliance Works	-	900	900	-	360	540	-	-	-	900	-	-
EcoCentre Redevelopment	-	100	100	-	40	60	-	-	-	100	-	-
Palais Theatre Toilets Refurbishment	40	415	455	104	-	311	-	-	-	455	-	-
South Melbourne Town Hall Renewal and Upgrade	20	620	640	-	465	155	-	-	-	640	-	-
Workplace Plan Implementation	-	900	900	-	360	540	-	-	-	900	-	-
<b>TOTAL BUILDINGS</b>	100	4,960	5,060	464	1,947	2,500	50	-	-	5,060	-	-
<b>TOTAL PROPERTY</b>	100	4,960	5,060	464	1,947	2,500	50	-	-	5,060	-	-
<b>INFRASTRUCTURE</b>												
<b>ROADS</b>												
Laneway Renewal and Upgrade Program	-	100	100	-	65	35	-	-	-	100	-	-
Wellington Street Upgrade Stage 3	-	220	220	-	176	44	-	-	-	220	-	-
<b>TOTAL ROADS</b>	-	320	320	-	241	79	-	-	-	320	-	-
<b>FOOTPATHS AND CYCLEWAYS</b>												
Bike Infrastructure Delivery	130	640	770	160	160	320	-	-	-	770	-	-
<b>TOTAL FOOTPATHS AND CYCLEWAYS</b>	130	640	770	160	160	320	-	-	-	770	-	-
<b>PARKS, OPEN SPACE AND STREETSCAPES</b>												
Public Space Accessibility Improvement Program	-	100	100	-	25	75	-	-	-	100	-	-
Sports Fields Lighting Expansion	-	725	725	218	218	290	-	-	-	725	-	-
Maritime Infrastructure Renewal Program	-	100	100	-	80	20	-	-	-	100	-	-
Parks and Playground Renewal and Upgrade Program	-	600	600	-	300	300	-	-	-	600	-	-
Public Space Security Improvements	-	80	80	-	32	48	-	-	-	80	-	-
JL Murphy Playspace Upgrade	-	350	350	-	175	175	-	-	-	350	-	-
Graham Street Skate Park Upgrade	-	335	335	-	168	168	-	-	-	335	-	-
St Kilda Pier Foreshore	30	100	130	-	30	70	-	-	-	130	-	-
<b>TOTAL PARKS, OPEN SPACE &amp; STREETSCAPES</b>	30	2,390	2,420	218	1,027	1,146	-	-	-	2,420	-	-
<b>TOTAL INFRASTRUCTURE</b>	160	3,350	3,510	378	1,428	1,545	-	-	-	3,510	-	-
<b>TOTAL CAPITAL WORKS CARRIED FORWARD FROM 2019/20</b>	260	8,310	8,570	841	3,375	4,044	50	-	-	8,570	-	-

## Summary of Capital Works Expenditure 2020-24

Capital Works 2020/21	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	690	8,757	9,447	727	3,961	4,000	70	-	-	5,230	4,217	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total property</b>	690	8,757	9,447	727	3,961	4,000	70	-	-	5,230	4,217	-
<b>Plant and equipment</b>												
Plant, machinery and equipment	-	923	923	-	462	462	-	-	-	-	923	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	100	750	850	-	750	-	-	-	-	-	850	-
Heritage plant and equipment	-	30	30	15	-	15	-	-	-	-	30	-
Library books	-	652	652	-	652	-	-	-	-	-	652	-
Motor vehicles	-	914	914	-	914	-	-	-	-	-	914	-
<b>Total plant and equipment</b>	100	3,269	3,369	15	2,778	477	-	-	-	-	3,369	-
<b>Infrastructure</b>												
Roads	330	2,561	2,891	-	2,221	340	-	578	-	320	1,993	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	223	1,145	1,368	169	471	496	10	185	-	810	373	-
Drainage	-	965	965	-	915	35	15	-	-	-	965	-
Parks, open space and streetscapes	655	8,936	9,591	434	4,085	4,412	5	900	-	4,490	4,201	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	-	100	100	-	100	-	-	-	-	-	100	-
<b>Total infrastructure</b>	1,208	13,707	14,915	603	7,792	5,282	30	1,663	-	5,620	7,632	-
<b>TOTAL capital works expenditure 2020/21</b>	1,998	25,733	27,731	1,345	14,530	9,759	100	1,663	-	10,850	15,218	-



Capital Works 2021/22	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,892	13,436	15,328	313	5,154	7,732	238	-	-	4,030	11,298	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total property</b>	<b>1,892</b>	<b>13,436</b>	<b>15,328</b>	<b>313</b>	<b>5,154</b>	<b>7,732</b>	<b>238</b>	<b>-</b>	<b>-</b>	<b>4,030</b>	<b>11,298</b>	<b>-</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	50	700	750	-	350	350	-	-	-	-	750	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	100	1,100	1,200	-	1,100	-	-	-	-	-	1,200	-
Heritage plant and equipment	-	30	30	15	-	15	-	-	-	-	30	-
Library books	-	952	952	-	-	952	-	-	-	-	952	-
Motor vehicles	-	1,225	1,225	-	1,225	-	-	-	-	-	1,225	-
<b>Total plant and equipment</b>	<b>150</b>	<b>4,007</b>	<b>4,157</b>	<b>15</b>	<b>2,675</b>	<b>1,317</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,157</b>	<b>-</b>
<b>Infrastructure</b>												
Roads	-	3,682	3,682	-	3,193	489	-	817	-	-	2,865	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	500	3,390	3,890	320	1,390	1,550	130	1,000	-	1,900	990	-
Drainage	450	1,540	1,990	-	890	473	177	-	-	50	1,940	-
Parks, open space and streetscapes	3,635	15,005	18,640	1,036	4,998	8,722	250	3,025	-	7,582	8,033	-
Off street car parks	-	0	-	-	-	-	-	-	-	-	-	-
Other infrastructure	100	260	360	-	260	-	-	-	-	-	360	-
<b>Total infrastructure</b>	<b>4,685</b>	<b>23,877</b>	<b>28,562</b>	<b>1,356</b>	<b>10,731</b>	<b>11,233</b>	<b>557</b>	<b>4,842</b>	<b>-</b>	<b>9,532</b>	<b>14,188</b>	<b>-</b>
<b>TOTAL capital works expenditure 2021/22</b>	<b>6,727</b>	<b>41,320</b>	<b>48,047</b>	<b>1,684</b>	<b>18,560</b>	<b>20,282</b>	<b>795</b>	<b>4,842</b>	<b>-</b>	<b>13,562</b>	<b>29,643</b>	<b>-</b>

Capital Works 2022/23	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	3,265	12,159	15,424	263	4,665	6,956	275	-	-	2,400	13,024	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total property</b>	<b>3,265</b>	<b>12,159</b>	<b>15,424</b>	<b>263</b>	<b>4,665</b>	<b>6,956</b>	<b>275</b>	<b>-</b>	<b>-</b>	<b>2,400</b>	<b>13,024</b>	<b>-</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	50	700	750	-	350	350	-	-	-	-	750	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	150	650	800	-	650	-	-	-	-	-	800	-
Heritage plant and equipment	-	30	30	15	-	15	-	-	-	-	30	-
Library books	-	952	952	-	-	952	-	-	-	-	952	-
Motor vehicles	-	1,122	1,122	-	1,122	-	-	-	-	-	1,122	-
<b>Total plant and equipment</b>	<b>200</b>	<b>3,454</b>	<b>3,654</b>	<b>15</b>	<b>2,122</b>	<b>1,317</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,654</b>	<b>-</b>
<b>Infrastructure</b>												
Roads	200	4,735	4,935	-	4,107	628	-	700	-	-	4,235	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	420	2,370	2,790	195	1,135	1,040	-	-	-	1,720	1,070	-
Drainage	250	2,140	2,390	-	1,150	783	207	-	-	500	1,890	-
Parks, open space and streetscapes	2,470	17,300	19,770	836	8,558	7,481	425	2,975	-	6,550	10,245	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	100	260	360	-	260	-	-	-	-	-	360	-
<b>Total infrastructure</b>	<b>3,440</b>	<b>26,805</b>	<b>30,245</b>	<b>1,031</b>	<b>15,210</b>	<b>9,932</b>	<b>632</b>	<b>3,675</b>	<b>-</b>	<b>8,770</b>	<b>17,800</b>	<b>-</b>
<b>TOTAL capital works expenditure 2022/23</b>	<b>6,905</b>	<b>42,418</b>	<b>49,323</b>	<b>1,309</b>	<b>21,997</b>	<b>18,206</b>	<b>907</b>	<b>3,675</b>	<b>-</b>	<b>11,170</b>	<b>34,478</b>	<b>-</b>

Capital Works 2023/24	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	2,490	15,619	18,109	375	6,266	7,603	1,375	-	-	1,400	16,709	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total property</b>	<b>2,490</b>	<b>15,619</b>	<b>18,109</b>	<b>375</b>	<b>6,266</b>	<b>7,603</b>	<b>1,375</b>	<b>-</b>	<b>-</b>	<b>1,400</b>	<b>16,709</b>	<b>-</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	100	800	900	-	400	400	-	-	-	-	900	-
Fixtures, fittings and furniture	-	50	50	50	-	-	-	-	-	-	50	-
Computers and telecommunications	190	768	958	-	768	-	-	-	-	-	958	-
Heritage plant and equipment	-	31	31	16	-	16	-	-	-	-	31	-
Library books	79	873	952	-	-	873	-	-	-	-	952	-
Motor vehicles	-	1,104	1,104	-	1,104	-	-	-	-	-	1,104	-
<b>Total plant and equipment</b>	<b>369</b>	<b>3,626</b>	<b>3,995</b>	<b>66</b>	<b>2,272</b>	<b>1,289</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,995</b>	<b>-</b>
<b>Infrastructure</b>												
Roads	665	4,601	5,266	-	3,990	611	-	400	-	-	4,866	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	420	3,078	3,498	372	1,312	1,394	-	-	-	2,538	960	-
Drainage	325	2,950	3,275	-	1,400	1,265	285	-	-	1,000	2,275	-
Parks, open space and streetscapes	2,620	12,180	14,800	136	6,116	4,903	1,025	-	-	2,650	12,150	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	-	266	266	-	266	-	-	-	-	-	266	-
<b>Total infrastructure</b>	<b>4,030</b>	<b>23,075</b>	<b>27,105</b>	<b>508</b>	<b>13,084</b>	<b>8,173</b>	<b>1,310</b>	<b>400</b>	<b>-</b>	<b>6,188</b>	<b>20,517</b>	<b>-</b>
<b>TOTAL capital works expenditure 2023/24</b>	<b>6,889</b>	<b>42,320</b>	<b>49,209</b>	<b>949</b>	<b>21,623</b>	<b>17,064</b>	<b>2,685</b>	<b>400</b>	<b>-</b>	<b>7,588</b>	<b>41,221</b>	<b>-</b>

## 2020-30 capital program

Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Strategic Direction 1: We embrace difference and people belong</b>											
Children	Bubup Nairm Cladding Rectification	290	-	-	-	-	-	-	-	-	-
	Children's Centres Improvement Program	-	400	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300
	Children's Centre Minor Capital Works	170	250	200	200	200	200	200	200	200	200
Families and young people Recreation	Adventure Playground Upgrade	-	350	1,400	-	-	-	-	-	-	-
	Graham Street Skate Park Upgrade	585	-	-	-	-	-	-	-	-	-
	JL Murphy Synthetic Field	100	-	2,500	-	-	-	-	-	-	-
	JL Murphy Multi-purpose Synthetic Field	50	1,600	1,500	-	-	-	-	-	-	-
	Lagoon Reserve Pavilion Replacement	100	-	4,000	-	-	-	-	-	-	-
	Lagoon Reserve Sport Field Redevelopment	50	1,950	-	-	-	-	-	-	-	-
	North Port Oval Upgrade	25	705	-	-	-	-	-	-	-	-
	North Port Oval (Election project)	150	1,500	2,100	-	-	-	-	-	-	-
	RF Julier Reserve Pavilion Replacement	80	2,000	1,000	-	-	-	-	-	-	-
	Sport and Recreation Infrastructure Program	50	400	600	600	600	300	300	300	300	300
Sports Fields Lighting Expansion	750	200	200	200	200	200	200	200	200	200	
<b>Total</b>		<b>2,400</b>	<b>9,355</b>	<b>14,700</b>	<b>2,300</b>	<b>2,300</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Strategic Direction 2: We are connected and it's easy to move around</b>											
Transport and parking management	Bike Infrastructure Delivery	770	1,300	1,200	1,200	1,200	1,000	500	500	500	500
	Blackspot Safety Improvements	278	517	400	400	400	400	400	400	400	400
	Footpath Renewal Program	343	760	760	760	650	650	650	650	650	650
	Kerb and Gutter Renewal Program	363	920	920	920	920	920	920	920	920	920
	Laneway Renewal and Upgrade Program	330	245	545	415	535	235	235	235	235	235
	Local Area Traffic Management Infrastructure	90	-	-	-	-	-	-	-	-	-
	Park Street Bike Link	125	1,000	-	-	-	-	-	-	-	-
	Parking Technology Renewal And Upgrade Program	350	400	400	400	400	400	400	400	400	400
	Pedestrian Infrastructure Delivery	40	830	830	830	830	700	700	700	700	700
	St Kilda Junction Safety Upgrade	-	-	-	-	-	-	-	-	-	-
	Road Renewal Program	1,450	2,000	3,070	3,070	3,070	3,070	3,070	3,070	3,070	3,070
	Wellington Street Upgrade Stage 3	470	-	-	-	-	-	-	-	-	-
<b>Total</b>		<b>4,759</b>	<b>8,322</b>	<b>8,475</b>	<b>8,345</b>	<b>8,355</b>	<b>7,725</b>	<b>7,225</b>	<b>7,225</b>	<b>7,225</b>	<b>7,225</b>

Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Strategic Direction 3: We have smart solutions for a sustainable future</b>											
Sustainability	EcoCentre Redevelopment	100	2,333	839	-	-	-	-	-	-	-
	Energy Efficiency and Solar Program	150	475	475	250	250	250	250	250	250	250
	Open Space Irrigation Renewal and Upgrade Program	50	350	350	350	350	350	350	350	350	350
	Stormwater Harvesting Development	-	100	500	1,000	1,000	1,500	-	-	-	-
	Water Sensitive Urban Design Program	50	740	740	740	740	600	600	600	600	600
	<b>Total</b>	<b>350</b>	<b>3,998</b>	<b>2,904</b>	<b>2,340</b>	<b>2,340</b>	<b>2,700</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Strategic Direction 4: We are growing but keeping our character</b>											
Amenity	Litter Bin Renewal and Expansion Program	296	380	380	380	380	380	380	380	380	380
	Plant And Equipment Renewal and Upgrade Program□	573	350	350	350	350	350	350	350	350	350
	Public Toilet Plan Implementation Program	740	450	450	450	450	450	450	450	450	450
	Stormwater Management Program	915	1,150	1,150	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Public space	Foreshore Assets Renewal and Upgrade Program□	150	500	500	500	500	500	500	500	500	500
	Gasworks Arts Park Reinstatement	300	2,335	1,700	-	-	-	-	-	-	-
	JL Murphy Playspace Upgrade	850	-	-	-	-	-	-	-	-	-
	Kings Place Plaza Pocket Park	180	1,620	-	-	-	-	-	-	-	-
	Maritime Infrastructure Renewal Program	100	650	650	650	650	650	650	650	650	650
	New Dog Park	25	250	-	-	-	-	-	-	-	-
	Palais Theatre and Luna Park Precinct Revitalisation	2,880	-	-	-	-	-	-	-	-	-
	Parks and Playground Renewal and Upgrade Program□	650	990	990	990	990	990	990	990	990	990
	Parks Furniture and Pathway Renewal Program	150	350	350	350	350	350	350	350	350	350
	Public Space Lighting Expansion Program□	-	25	150	150	150	150	150	150	150	150
	Public Space Lighting Renewal and Upgrade Program□	1,300	975	600	600	600	600	600	600	600	600
	Public Space Security Improvements	40	680	200	200	500	500	800	800	800	800
	Rotary Park Play Space Development□	300	280	-	-	-	-	-	-	-	-
	St Kilda Foreshore Infrastructure Upgrades (Missing Links	100	-	-	-	-	-	-	-	-	-
	St Kilda Pier Foreshore	130	-	-	-	-	-	-	-	-	-
	Street Signage and Furniture Renewal Program	100	360	360	360	360	360	360	360	360	360
	Tram Infrastructure Partnership Delivery	-	200	250	250	250	250	250	250	250	250
	<b>Total</b>	<b>9,779</b>	<b>11,545</b>	<b>8,080</b>	<b>6,230</b>	<b>9,030</b>	<b>9,030</b>	<b>6,830</b>	<b>6,830</b>	<b>6,830</b>	<b>6,830</b>

Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Strategic Direction 5: We thrive by harnessing creativity</b>											
Arts, culture and heritage	Art Acquisition	30	30	30	30	30	30	30	30	30	30
	Palais Theatre Toilets Refurbishment	455	-	-	-	-	-	-	-	-	-
	South Melbourne Town Hall Renewal and Upgrade	640	3,000	3,000	-	-	-	-	-	-	-
Libraries	Library Purchases	652	952	952	852	852	852	852	852	852	852
	St Kilda Library Redevelopment□	-	300	600	5,000	5,000	-	-	-	-	-
South Melbourne market	South Melb Market Building Compliance Works	1,030	1,500	2,500	3,000	2,000	2,000	1,500	1,500	1,200	600
	South Melb Market External Food Hall Upgrade□	-	-	400	-	-	-	-	-	-	-
	South Melbourne Market Public Safety Improvements	360	360	-	-	-	-	-	-	-	-
	South Melb Market Renewal Program	50	200	200	200	200	200	200	200	200	200
	South Melb Market Stall Changeover Refits	125	125	125	125	125	125	125	125	125	125
<b>Total</b>		<b>3,342</b>	<b>6,467</b>	<b>7,807</b>	<b>9,207</b>	<b>8,207</b>	<b>3,207</b>	<b>2,707</b>	<b>2,707</b>	<b>2,407</b>	<b>1,807</b>
<b>Strategic Direction 6: Our commitment to you</b>											
Asset and property management	Building Renewal and Upgrade Program	1,825	2,785	2,785	2,480	2,480	2,480	2,480	2,480	2,480	2,480
	Building Safety and Accessibility Program□	2,612	1,850	1,850	1,500	1,500	1,500	1,500	1,500	1,500	1,500
	Workplace Plan Implementation□	900	1,300	800	500	300	300	300	300	300	300
Financial and project Technology	Core IT Infrastructure Renewal and Upgrade Program	850	1,200	800	800	800	1,200	800	800	800	1,200
	Council Fleet Renewal Program□	914	1,225	1,122	1,404	1,604	1,482	1,062	1,122	1,482	1,089
<b>Total</b>		<b>7,101</b>	<b>8,360</b>	<b>7,357</b>	<b>6,684</b>	<b>6,684</b>	<b>6,962</b>	<b>6,142</b>	<b>6,202</b>	<b>6,562</b>	<b>6,569</b>
<b>Total Capital Program</b>		<b>27,731</b>	<b>48,047</b>	<b>49,323</b>	<b>35,106</b>	<b>36,916</b>	<b>31,624</b>	<b>26,104</b>	<b>26,164</b>	<b>26,224</b>	<b>25,631</b>
		<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>
Budget capacity		-	-	-	11,139	10,145	15,997	22,302	23,068	23,770	25,113
Budget indexation for inflation		-	-	-	2,964	4,071	5,208	6,430	7,724	9,072	10,484
<b>Grand total</b>		<b>27,731</b>	<b>48,047</b>	<b>49,323</b>	<b>49,209</b>	<b>51,132</b>	<b>52,829</b>	<b>54,836</b>	<b>56,956</b>	<b>59,066</b>	<b>61,228</b>

These budgets include the component of the capital projects that will be treated as operating expenditure in line with Australian Accounting Standards, such as community engagement, feasibility studies, landscaping and work on non-Council owned assets.

## 2020-24 operating projects

Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24
<b>Strategic Direction 1: We embrace difference and people belong</b>					
Affordable housing and homelessness	In Our Backyard Strategy Implementation	150	50	-	-
Ageing and accessibility	Aged Care Transition Service Review	-	60	-	-
Community programs and facilities	Health and Wellbeing Strategy Implementation	65	65	-	-
Recreation	Sports Playing Field Renewal Program	1,015	50	800	50
	<b>Total</b>	<b>1,230</b>	<b>225</b>	<b>800</b>	<b>50</b>
Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24
<b>Strategic Direction 2: We are connected and it's easy to move around</b>					
Transport and parking management	Domain Precinct & Melbourne Metro Management	595	595	490	490
	Integrated Transport Strategy Implementation	215	155	235	115
	<b>Total</b>	<b>810</b>	<b>750</b>	<b>725</b>	<b>605</b>
Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24
<b>Strategic Direction 3: We have smart solutions for a sustainable future</b>					
Sustainability	Community Electric Vehicle Charging Program	30	70	100	100
	Energy Efficient Street Lighting Upgrade	60	443	1,443	-
	Elster Creek Catchment Partnership	90	60	60	950
	Greening Port Phillip Strategy Implementation	440	740	740	640
	Sustainable City Community Action Plan Implementation	125	70	-	-
	Sustainable Environment Strategy Implementation	220	310	100	90
Waste management	Future Operations Centre & Hub Feasibility	-	270	-	-
	Waste Strategy Implementation	881	291	-	-
	<b>Total</b>	<b>1,846</b>	<b>2,254</b>	<b>2,443</b>	<b>1,780</b>

Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24
<b>Strategic Direction 4: We are growing but keeping our character</b>					
City planning and urban design	Fishermans Bend Program	275	375	300	300
	Heritage Program Implementation	150	50	-	-
	Planning Scheme Ademndments	140	210	260	260
	South Melbourne Market Strategic Business Case	250			
	South Melbourne Precinct Strategic Plan	130	210	-	-
	St Kilda Precinct Strategic Plan	120	-		
Public Space	Foreshore Vegetation Upgrade Program	-	150	150	150
	Landscaping at Reserve next to Astor Theatre	20	-	-	-
	Middle Park Beach Renourishment	880	-	-	-
	Site Contamination Management Program	310	-	-	-
	St Kilda Marina	75	-	-	-
	<b>Total</b>	<b>2,350</b>	<b>995</b>	<b>710</b>	<b>710</b>
<b>Strategic Direction 5: We thrive by harnessing creativity</b>					
Arts, culture and heritage	Creative and Prosperous City Strategy Implementation	440	290	-	-
Economic development and tourism	Carlisle Street Carparks Strategy	150	100	-	-
	Placemaking Program	410	300	-	-
	<b>Total</b>	<b>1,000</b>	<b>690</b>	<b>-</b>	<b>-</b>
<b>Strategic Direction 6: Our commitment to you</b>					
Asset and property management	Civil Infrastructure Maintenance Contract Review	120			
	Elwood Foreshore Facilities Strategy	155	-	-	-
	Standard Drawings & Designs	150	150	-	-
Customer experience	Customer Experience Program	9,649	2,903	2,000	1,000
Governance, risk and policy	Council Election and Councillor Transition Program	975	-	-	-
	Council Plan and Budget Community Engagement	135	70	38	38
	Implementation of Local Government Act 2020	74	30	-	-
People, culture and capability					
	Health and Safety Improvement Project	420	110	-	-
	<b>Total</b>	<b>11,678</b>	<b>3,263</b>	<b>2,038</b>	<b>1,038</b>
	<b>Grand Total</b>	<b>18,914</b>	<b>8,177</b>	<b>6,716</b>	<b>4,183</b>



## Schedule of reserve movements

Cash Backed Reserves	1 July 2019 Opening Balance	2019/20			2020/21			2021/22			
		Notes	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
<b>Statutory Reserves</b>											
Open Space Contributions (Resort & Recreation Levy)											
• Open Space Contributions excluding FBURA		25,017	6,168	(6,452)	24,733	1,875	(2,390)	24,218	2,496	(3,208)	23,506
• Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-	-	-	-	-	-	-
Total Open Space Contributions (Resort & Recreation Levy)		25,017	6,168	(6,452)	24,733	1,875	(2,390)	24,218	2,496	(3,208)	23,506
• Car Parking Reserve		1,792	-	-	1,792	-	-	1,792	-	-	1,792
• Developer Contributions - Port Melbourne		82	56	(138)	-	-	-	-	-	-	-
• Trust Funds and Deposits	1	5,508	110	-	5,618	112	-	5,730	69	-	5,799
<b>Total Statutory Reserves</b>		<b>32,399</b>	<b>6,334</b>	<b>(6,590)</b>	<b>32,143</b>	<b>1,987</b>	<b>(2,390)</b>	<b>31,740</b>	<b>2,565</b>	<b>(3,208)</b>	<b>31,097</b>
<b>Non-Statutory Reserves</b>											
<b>Contractual Reserves</b>											
• Child Care Infrastructure		5,360	935	(1,208)	5,087	606	(70)	5,623	799	(450)	5,972
• Middle Park Beach Nourishment		1,280	30	(400)	910	7	(880)	37	-	-	37
• Tied Grants		3,533	2,345	(3,554)	2,324	233	(1,782)	775	-	(530)	245
• ANAM Building Maintenance (South Melbourne Town Hall)		(27)	60	-	33	32	-	65	-	-	65
• Project Deferrals		4,766	10,066	(4,745)	10,087	-	(7,904)	2,183	-	(2,183)	-
<b>Total Contractual Reserves</b>		<b>14,912</b>	<b>13,436</b>	<b>(9,907)</b>	<b>18,441</b>	<b>878</b>	<b>(10,636)</b>	<b>8,683</b>	<b>799</b>	<b>(3,163)</b>	<b>6,319</b>
<b>Strategic Reserves</b>											
• Palais Theatre		2,699	642	(825)	2,516	648	(455)	2,709	909	-	3,619
• Strategic Property Fund		1,981	1,400	-	3,381	398	-	3,779	-	-	3,779
• In Our Backyard (Affordable Housing)		2,000	-	-	2,000	-	-	2,000	-	-	2,000
• Other		3,864	4,562	(1,575)	6,851	1,092	(1,070)	6,873	1,000	(4,055)	3,818
<b>Total Strategic Reserves</b>		<b>10,544</b>	<b>6,604</b>	<b>(2,400)</b>	<b>14,748</b>	<b>2,138</b>	<b>(1,525)</b>	<b>15,361</b>	<b>1,909</b>	<b>(4,055)</b>	<b>13,216</b>
<b>General Reserves</b>											
• Internal Borrowing - Strategic Investments		-	-	-	-	-	-	-	-	-	-
• Internal Borrowing - Fishermans Bend Investments		(9,409)	1,358	(622)	(8,673)	783	(375)	(8,265)	158	(1,078)	(9,185)
• Internal Borrowing - Other incl(Vision Super Liability, & and projects)		-	-	-	-	-	-	-	750	(7,943)	(7,193)
• Asset Renewal Fund and Risk	2	12,894	4,695	(5,814)	11,775	845	-	12,620	-	(2,548)	10,072
• Smart Technology Fund		-	4,443	(8,800)	(4,357)	800	(7,619)	(11,176)	1,400	(518)	(10,294)
• Municipal Growth Reserve (incl Fishermans Bend)	3	2,400	354	-	2,754	370	-	3,124	392	-	3,516
• Rates Cap Challenge	4	4,600	1,738	-	6,338	-	-	6,338	450	-	6,788
<b>Total General Reserves</b>		<b>10,485</b>	<b>12,588</b>	<b>(15,236)</b>	<b>7,837</b>	<b>2,798</b>	<b>(7,994)</b>	<b>2,641</b>	<b>3,150</b>	<b>(12,087)</b>	<b>(6,296)</b>
<b>Total Non-Statutory Reserves</b>		<b>35,941</b>	<b>32,628</b>	<b>(27,543)</b>	<b>41,026</b>	<b>5,814</b>	<b>(20,155)</b>	<b>26,685</b>	<b>5,858</b>	<b>(19,305)</b>	<b>13,239</b>
<b>Total Cash-backed Reserves</b>		<b>68,340</b>	<b>38,962</b>	<b>(34,133)</b>	<b>73,169</b>	<b>7,801</b>	<b>(22,545)</b>	<b>58,425</b>	<b>8,423</b>	<b>(22,513)</b>	<b>44,336</b>

Cash Backed Reserves	Notes	2022/23			2023/24			2024/25			2025/26		
		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	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000
<b>Statutory Reserves</b>													
Open Space Contributions (Resort & Recreation Levy)													
• Open Space Contributions excluding FBURA		3,328	(3,165)	23,669	4,160	(4,500)	23,329	4,160	(4,160)	23,329	4,160	(4,160)	23,329
• Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-	-	-	2,882	-	2,882	3,750	(800)	5,832
Total Open Space Contributions (Resort & Recreation Levy)		3,328	(3,165)	23,669	4,160	(4,500)	23,329	7,042	(4,160)	26,211	7,910	(4,960)	29,161
• Car Parking Reserve		-	-	1,792	-	-	1,792	-	-	1,792	-	-	1,792
• Developer Contributions - Port Melbourne		-	-	-	-	-	-	-	-	-	-	-	-
• Trust Funds and Deposits	1	87	-	5,886	112	-	5,998	132	-	6,130	135	-	6,265
<b>Total Statutory Reserves</b>		<b>3,415</b>	<b>(3,165)</b>	<b>31,347</b>	<b>4,272</b>	<b>(4,500)</b>	<b>31,119</b>	<b>7,174</b>	<b>(4,160)</b>	<b>34,133</b>	<b>8,045</b>	<b>(4,960)</b>	<b>37,218</b>
<b>Non-Statutory Reserves</b>													
<b>Contractual Reserves</b>													
• Child Care Infrastructure		811	(1,400)	5,383	826	(1,400)	4,809	844	(1,350)	4,303	863	(1,350)	3,816
• Middle Park Beach Nourishment		-	-	37	1	-	38	1	-	39	1	-	40
• Tied Grants		-	-	245	-	-	245	-	-	245	-	-	245
• ANAM Building Maintenance (South Melbourne Town Hall)		-	-	65	60	(60)	65	60	(60)	65	60	(60)	65
• Project Deferrals		-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Contractual Reserves</b>		<b>811</b>	<b>(1,400)</b>	<b>5,730</b>	<b>887</b>	<b>(1,460)</b>	<b>5,157</b>	<b>905</b>	<b>(1,410)</b>	<b>4,652</b>	<b>924</b>	<b>(1,410)</b>	<b>4,166</b>
<b>Strategic Reserves</b>													
• Palais Theatre		923	-	4,542	941	(1,000)	4,483	962	-	5,446	984	-	6,430
• Strategic Property Fund		-	-	3,779	-	-	3,779	-	-	3,779	-	-	3,779
• In Our Backyard (Affordable Housing)		-	-	2,000	-	-	2,000	-	-	2,000	-	-	2,000
• Other		1,000	(2,920)	1,898	1,000	(1,830)	1,068	1,000	(1,000)	1,068	1,000	(1,000)	1,068
<b>Total Strategic Reserves</b>		<b>1,923</b>	<b>(2,920)</b>	<b>12,219</b>	<b>1,941</b>	<b>(2,830)</b>	<b>11,330</b>	<b>1,962</b>	<b>(1,000)</b>	<b>12,293</b>	<b>1,984</b>	<b>(1,000)</b>	<b>13,277</b>
<b>General Reserves</b>													
• Internal Borrowing - Strategic Investments		-	-	-	-	-	-	-	-	-	-	-	-
• Internal Borrowing - Fishermans Bend Investments		1,698	(3,125)	(10,612)	3,908	-	(6,704)	2,566	-	(4,138)	158	-	(3,980)
• Internal Borrowing - Other incl(Vision Super Liability, & and projects)		750	(722)	(7,165)	915	-	(6,250)	915	-	(5,335)	915	-	(4,420)
• Asset Renewal Fund and Risk	2	-	(1,000)	9,072	-	-	9,072	-	(400)	8,672	-	-	8,672
• Smart Technology Fund		1,400	-	(8,894)	1,400	-	(7,494)	1,400	-	(6,094)	1,400	-	(4,694)
• Municipal Growth Reserve (incl Fishermans Bend)	3	419	-	3,935	441	-	4,376	462	-	4,838	485	-	5,323
• Rates Cap Challenge	4	-	-	6,788	-	(350)	6,438	-	(450)	5,988	-	-	5,988
<b>Total General Reserves</b>		<b>4,267</b>	<b>(4,847)</b>	<b>(6,876)</b>	<b>6,664</b>	<b>(350)</b>	<b>(562)</b>	<b>5,343</b>	<b>(850)</b>	<b>3,931</b>	<b>2,958</b>	<b>-</b>	<b>6,889</b>
<b>Total Non-Statutory Reserves</b>		<b>7,001</b>	<b>(9,167)</b>	<b>11,073</b>	<b>9,492</b>	<b>(4,640)</b>	<b>15,925</b>	<b>8,210</b>	<b>(3,260)</b>	<b>20,876</b>	<b>5,866</b>	<b>(2,410)</b>	<b>24,332</b>
<b>Total Cash-backed Reserves</b>		<b>10,416</b>	<b>(12,332)</b>	<b>42,420</b>	<b>13,764</b>	<b>(9,140)</b>	<b>47,044</b>	<b>15,384</b>	<b>(7,420)</b>	<b>55,009</b>	<b>13,911</b>	<b>(7,370)</b>	<b>61,550</b>

Cash Backed Reserves	Notes	2026/27			2027/28			2028/29			2029/30		
		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	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000
<b>Statutory Reserves</b>													
Open Space Contributions (Resort & Recreation Levy)													
• Open Space Contributions excluding FBURA		4,160	(4,160)	23,329	4,160	(4,160)	23,329	4,160	(4,160)	23,329	4,160	(4,160)	23,329
• Fishermans Bend Urban Renewal Area (FBURA)		3,750	(800)	8,782	2,010	(800)	9,992	2,010	(800)	11,202	2,010	(800)	12,412
Total Open Space Contributions (Resort & Recreation Levy)		7,910	(4,960)	32,111	6,170	(4,960)	33,321	6,170	(4,960)	34,531	6,170	(4,960)	35,741
• Car Parking Reserve		-	-	1,792	-	-	1,792	-	-	1,792	-	-	1,792
• Developer Contributions - Port Melbourne		-	-	-	-	-	-	-	-	-	-	-	-
• Trust Funds and Deposits	1	150	-	6,415	167	-	6,582	165	-	6,747	155	-	6,902
<b>Total Statutory Reserves</b>		<b>8,060</b>	<b>(4,960)</b>	<b>40,318</b>	<b>6,337</b>	<b>(4,960)</b>	<b>41,695</b>	<b>6,335</b>	<b>(4,960)</b>	<b>43,070</b>	<b>6,325</b>	<b>(4,960)</b>	<b>44,435</b>
<b>Non-Statutory Reserves</b>													
<b>Contractual Reserves</b>													
• Child Care Infrastructure		884	(1,350)	3,350	907	(1,350)	2,907	930	(1,350)	2,487	951	(1,350)	2,088
• Middle Park Beach Nourishment		1	-	41	1	-	42	1	-	43	1	-	44
• Tied Grants		-	-	245	-	-	245	-	-	245	-	-	245
• ANAM Building Maintenance (South Melbourne Town Hall)		60	(60)	65	60	(60)	65	60	(60)	65	60	(60)	65
• Project Deferrals		-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Contractual Reserves</b>		<b>945</b>	<b>(1,410)</b>	<b>3,701</b>	<b>968</b>	<b>(1,410)</b>	<b>3,259</b>	<b>991</b>	<b>(1,410)</b>	<b>2,840</b>	<b>1,012</b>	<b>(1,410)</b>	<b>2,442</b>
<b>Strategic Reserves</b>													
• Palais Theatre		1,008	(1,000)	6,438	1,035	-	7,473	1,061	-	8,534	1,086	-	9,620
• Strategic Property Fund		-	-	3,779	-	-	3,779	-	-	3,779	-	-	3,779
• In Our Backyard (Affordable Housing)		-	-	2,000	-	-	2,000	-	-	2,000	-	-	2,000
• Other		1,000	(1,000)	1,068	1,000	(1,000)	1,068	1,000	(1,000)	1,068	1,000	(1,000)	1,068
<b>Total Strategic Reserves</b>		<b>2,008</b>	<b>(2,000)</b>	<b>13,285</b>	<b>2,035</b>	<b>(1,000)</b>	<b>14,320</b>	<b>2,061</b>	<b>(1,000)</b>	<b>15,381</b>	<b>2,086</b>	<b>(1,000)</b>	<b>16,467</b>
<b>General Reserves</b>													
• Internal Borrowing - Strategic Investments		-	-	-	-	-	-	-	-	-	-	-	-
• Internal Borrowing - Fishermans Bend Investments		158	-	(3,822)	158	-	(3,664)	158	-	(3,506)	158	-	(3,348)
• Internal Borrowing - Other incl(Vision Super Liability, & and projects)		915	-	(3,505)	915	-	(2,590)	915	-	(1,675)	925	-	(750)
• Asset Renewal Fund and Risk	2	-	-	8,672	-	-	8,672	-	-	8,672	-	-	8,672
• Smart Technology Fund		1,400	-	(3,294)	1,400	-	(1,894)	1,400	-	(494)	494	-	-
• Municipal Growth Reserve (incl Fishermans Bend)	3	514	-	5,837	548	-	6,385	579	-	6,964	611	-	7,575
• Rates Cap Challenge	4	350	-	6,338	-	(400)	5,938	400	-	6,338	-	(1,200)	5,138
<b>Total General Reserves</b>		<b>3,337</b>	<b>-</b>	<b>10,226</b>	<b>3,021</b>	<b>(400)</b>	<b>12,847</b>	<b>3,452</b>	<b>-</b>	<b>16,299</b>	<b>2,188</b>	<b>(1,200)</b>	<b>17,287</b>
<b>Total Non-Statutory Reserves</b>		<b>6,290</b>	<b>(3,410)</b>	<b>27,212</b>	<b>6,024</b>	<b>(2,810)</b>	<b>30,426</b>	<b>6,504</b>	<b>(2,410)</b>	<b>34,520</b>	<b>5,286</b>	<b>(3,610)</b>	<b>36,196</b>
<b>Total Cash-backed Reserves</b>		<b>14,350</b>	<b>(8,370)</b>	<b>67,530</b>	<b>12,361</b>	<b>(7,770)</b>	<b>72,121</b>	<b>12,839</b>	<b>(7,370)</b>	<b>77,590</b>	<b>11,611</b>	<b>(8,570)</b>	<b>80,631</b>

## Notes to Reserves:

- Trust Funds and Deposits** – Deposits and contract retentions are held in trust by Council as a form of surety for transactions with Council. These are also represented as liabilities in the balance sheet.
- Asset Renewal Fund** – Where appropriate, underspends and or savings from capital portfolio budget will be transferred to this reserve for funding of future asset renewals and projects related to Smart Technology.
- Municipal Growth Reserve (including Fishermans Bend)** – Gradual built up of this reserve is required over time to enable funding of significant large projects. Specifically, 5% of Fishermans Bend derived rates are quarantined to this reserve to enable Council to invest in catalytic FB investments.
- Rates Cap Challenge** – Over the life of the 10-year financial plan, Council is expected to face a rates cap challenge as outline in the financial strategy. This reserve serves to quarantine the cash surpluses in the former years to fund the cash deficits in the latter years of the Financial Plan.

## Statement of human resources

	Forecast Budget Projections										
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>											
Employee costs - operating	92,130	91,638	94,456	95,726	98,278	101,077	104,853	108,319	111,900	115,685	119,511
Employee costs - capital	1,610	1,241	1,963	2,003	2,149	2,199	2,255	2,313	2,472	2,535	2,600
<b>Total staff expenditure</b>	<b>93,740</b>	<b>92,879</b>	<b>96,419</b>	<b>97,729</b>	<b>100,427</b>	<b>103,275</b>	<b>107,108</b>	<b>110,632</b>	<b>114,372</b>	<b>118,220</b>	<b>122,110</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Staff numbers</b>											
Employees	880	825	839	835	833	833	837	843	850	856	862
<b>Total staff numbers</b>	<b>880</b>	<b>825</b>	<b>839</b>	<b>835</b>	<b>833</b>	<b>833</b>	<b>837</b>	<b>843</b>	<b>850</b>	<b>856</b>	<b>862</b>

## Summary of planned human resources

	Forecast Budget Projections										
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>											
Office of Chief Executive	8,505	8,883	9,107	9,307	9,535	9,774	10,058	10,351	10,651	10,961	11,279
Community & Economic Development	23,759	24,544	25,258	25,878	26,578	27,349	28,318	29,320	30,357	31,429	32,538
Infrastructure & Amenity	21,827	22,269	22,894	23,440	24,058	24,730	25,565	26,426	27,317	28,237	29,189
Customer & Corporate Services	18,121	18,459	18,922	19,336	19,807	20,303	20,889	21,492	22,114	22,753	23,412
City Strategy & Sustainable Development	12,252	12,912	13,266	13,576	13,928	14,309	14,775	15,257	15,755	16,269	16,800
<b>Total permanent operating staff expenditure</b>	<b>84,464</b>	<b>87,067</b>	<b>89,446</b>	<b>91,537</b>	<b>93,906</b>	<b>96,465</b>	<b>99,606</b>	<b>102,846</b>	<b>106,194</b>	<b>109,649</b>	<b>113,219</b>
Casual labour	1,120	785	803	820	839	858	880	902	925	949	973
External contractors and other expenditure	6,546	3,786	4,208	3,369	3,533	3,753	4,367	4,570	4,781	5,087	5,319
Capital employee costs	1,610	1,241	1,963	2,003	2,149	2,199	2,255	2,313	2,472	2,535	2,600
<b>Total staff expenditure</b>	<b>93,740</b>	<b>92,879</b>	<b>96,419</b>	<b>97,729</b>	<b>100,427</b>	<b>103,275</b>	<b>107,108</b>	<b>110,632</b>	<b>114,372</b>	<b>118,220</b>	<b>122,110</b>

Forecast Budget Projections											
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Staff numbers	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Office of the Chief Executive											
• Full Time	50	50	50	49	49	49	50	50	50	51	51
• Part Time	18	18	18	18	18	18	18	18	18	18	18
Total Office of the Chief Executive	68	68	68	67	68	68	68	68	69	69	69
Community & Economic Development											
• Full Time	152	145	139	139	139	140	139	139	139	141	141
• Part Time	132	114	126	127	128	129	132	135	137	138	140
Total Community & Economic Development	284	259	265	266	267	268	271	273	276	278	281
Infrastructure & Amenity											
• Full Time	205	193	197	197	197	197	199	200	202	204	206
• Part Time	27	27	27	27	27	27	27	27	27	27	27
Total Infrastructure & Amenity	232	221	224	224	224	224	226	228	230	232	233
Customer & Corporate Services											
• Full Time	126	127	125	122	120	119	119	119	120	120	121
• Part Time	25	21	21	21	21	21	21	21	21	21	21
Total Customer & Corporate Services	150	149	146	144	141	140	140	141	141	142	142
City Strategy & Sustainable Development											
• Full Time	102	93	94	93	92	91	91	92	93	94	95
• Part Time	15	15	15	15	15	15	15	15	15	15	15
Total City Strategy & Sustainable Development	117	108	109	108	107	107	107	107	108	109	110
Casual and other	10	8	8	8	8	8	8	8	8	8	8
Capital Employees	19	13	18	18	18	18	18	18	18	18	18
<b>Total staff numbers</b>	<b>880</b>	<b>825</b>	<b>839</b>	<b>835</b>	<b>833</b>	<b>833</b>	<b>837</b>	<b>843</b>	<b>850</b>	<b>856</b>	<b>862</b>

## Operating grants

Operating Grant Funding Types and Source	Budget	Forecast	Budget	Change	
	2019/20 \$'000	2019/20 \$'000	2020/21 \$'000	\$'000	%
<b>Recurrent - Commonwealth Government</b>					
Victoria Grants Commission	1,427	2,854	1,427	(1,427)	(50%)
Recreation	90	90	91	1	1%
Community Health	634	616	611	(5)	(1%)
General home care	2,324	2,380	2,369	(11)	(0%)
Immunisation	18	18	17	(1)	(6%)
<b>Recurrent - State Government</b>					
Community Health	122	107	91	(16)	(15%)
Family and Children	704	708	731	23	3%
General home care	703	722	602	(120)	(17%)
Immunisation	55	55	61	6	11%
Libraries	696	696	720	24	3%
Maternal & Child Health	878	858	824	(34)	(4%)
Other	600	490	490	0	0%
Recreation	50	50	50	0	0%
School crossing supervisors	144	144	148	4	3%
Street & Beach Cleaning	293	311	319	8	3%
<b>Total recurrent grants</b>	<b>8,738</b>	<b>10,099</b>	<b>8,551</b>	<b>(1,548)</b>	<b>(15%)</b>
<b>Non-recurrent - Commonwealth Government</b>					
Family and Children	36	46	37	(9)	(20%)
General home care	460	920	449	(471)	(51%)
<b>Non-recurrent - State Government</b>					
Arts	20	20	20	0	0%
Community Health	76	76	9	(67)	(88%)
Family and Children	100	42	42	0	0%
Sustainability	0	272	0	(272)	(100%)
<b>Total non-recurrent grants</b>	<b>692</b>	<b>1,376</b>	<b>557</b>	<b>(819)</b>	<b>(60%)</b>
<b>Total operating grants</b>	<b>9,430</b>	<b>11,475</b>	<b>9,108</b>	<b>(2,367)</b>	<b>(21%)</b>

## Capital grants

Capital Grant Funding Types and Source	Budget	Forecast	Budget	Change	
	2019/20 \$'000	2019/20 \$'000	2020/21 \$'000	\$'000	%
<b>Recurrent - Commonwealth Government</b>					
Roads	300	300	300	0	0%
<b>Total recurrent grants</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>0%</b>
<b>Non-recurrent - Commonwealth Government</b>					
Parks, Open Space and Streetscape	0	15	750	735	4,900%
Roads	0	0	278	278	0%
<b>Non-recurrent - State Government</b>					
Buildings	1,123	1,123	0	(1,123)	(100%)
Drainage	0	120	0	(120)	(100%)
Footpaths and Cycleways	600	175	125	(50)	(29%)
Parks, Open Space and Streetscape	0	25	650	625	2,500%
Roads	563	528	60	(468)	(89%)
<b>Total non-recurrent grants</b>	<b>2,286</b>	<b>1,986</b>	<b>1,863</b>	<b>(123)</b>	<b>(6%)</b>
<b>Total capital grants</b>	<b>2,586</b>	<b>2,286</b>	<b>2,163</b>	<b>(123)</b>	<b>(5%)</b>

## Statement of borrowings

Loans and Finance Leases	Forecast	Budget
	2019/20 \$'000	2020/21 \$'000
Total amount to be borrowed as at 30 June of the prior year	7,376	7,500
Total amount to be borrowed	817	600
Total amount projected to be redeemed	(693)	(648)
<b>Total amount proposed to be borrowed as at 30 June</b>	<b>7,500</b>	<b>7,500</b>





## Definitions

- “adjusted underlying revenue” means total income other than:
  - non-recurrent grants used to fund capital expenditure; and
  - non-monetary asset contributions; and
- contributions to fund capital expenditure from sources other than those referred to above
- “infrastructure” means non-current property, plant and equipment excluding land
- “local Road” means a sealed or unsealed Road for which the council is the responsible Road authority under the Road Management Act 2004
- “population” means the resident population estimated by council
- “own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
- “relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA
- “SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website
- “unrestricted cash” means all cash and cash equivalents other than restricted cash.

## Service performance indicators

All service performance measures and indicators are included under *Section 2: Our future focus*.




## Financial performance indicators

The prescribed financial performance indicators provide information that help monitor the effectiveness of our financial management.

Indicator	Measure	Note	Forecast	Budget	Projections									Trend
			2019/20	2020/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	
<b>Operating Position</b>														
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(7.1%)	(10.0%)	(2.7%)	(0.8%)	0.9%	1.9%	2.1%	2.0%	2.2%	2.6%	1.9%	↑
<b>Liquidity</b>														
Working Capital	Current assets / current liabilities	2	299.2%	198.7%	198.1%	191.6%	199.9%	216.2%	228.2%	238.3%	244.3%	251.7%	254.3%	↑
Unrestricted cash	Unrestricted cash / current liabilities		94.2%	76.2%	61.9%	57.6%	68.9%	80.6%	88.4%	94.7%	101.0%	108.7%	111.5%	↑
<b>Obligations</b>														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	5.8%	5.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	↑
Loans and borrowings	Interest and principal repayments / rate revenue		0.3%	0.3%	5.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	↑
Indebtedness	Non-current liabilities / own source revenue		5.3%	1.5%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	→
Asset renewal	Asset renewal expenditure / depreciation	4	48.2%	57.5%	71.5%	82.2%	78.2%	84.6%	84.4%	84.6%	84.6%	84.6%	84.6%	↑

Indicator	Measure	Note	Forecast	Budget	Projections									Trend
			2019/20	2020/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	
<b>Stability</b>														
Rates concentration	Rate revenue / adjusted underlying revenue	5	61.0%	61.4%	59.1%	58.6%	58.4%	58.2%	58.5%	58.7%	58.7%	58.7%	59.0%	↑
Rates effort	Rate revenue / property values (CIV)		0.19%	0.19%	0.18%	0.18%	0.18%	0.18%	0.17%	0.17%	0.17%	0.17%	0.17%	↑
<b>Efficiency</b>														
Expenditure level	Total expenditure / no. of assessments		3,039	3,146	3,089	3,100	3,111	3,131	3,168	3,221	3,271	3,321	3,394	→
Expenditure level	Specific purpose grants expended / Specific purpose grants received		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	→
Revenue level	Residential rate revenue / No. of residential assessments		1,582	1,649	1,670	1,690	1,716	1,741	1,771	1,802	1,834	1,866	1,898	↑
Workforce turnover	No. of resignations & terminations / average no. of staff		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	→

## Key to Forecast Trends:

-  Forecast improvement in Council's financial performance/ financial position indicator
-  Forecasts that Council's financial performance/ financial position will be steady
-  Forecast deterioration in Council's financial performance/ financial position indicator

**Notes to financial performance 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 deficits in financial years 2019/20 to 2021/22 are due to the impact of Covid-19 and our investment in the Customer Experience program over the period.
2. **Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to remain at an acceptable level over the period.
3. **Debt compared to rates** – Trend indicates Council's reducing reliance on debt against its annual rate revenue. Council has the capacity to use debt to respond to financial risks over the period.
4. **Asset renewal** – This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.
5. **Rates concentration** – Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue to all other sources.

## Linking our initiatives to strategies and plans

This Council Plan is our primary planning document. It outlines the priorities that guide decision-making and the initiatives that will achieve our strategic objectives. Council has also adopted plans and strategies to support the delivery of the Council Plan, by providing detail about how specific policy objectives will be achieved.

The *Local Government Act 1989* stipulates that the Strategic Resource Plan ‘must take into account services and initiatives contained in any plan adopted by the Council’. We undertake a disciplined annual budget process to ensure that future organisational resources are allocated in a way that best delivers on the Council Plan. All resource allocation decisions are made with reference to Council Plan priorities and objectives.

The table following shows the significant strategies, policies, plans and guidelines, the specific projects and initiatives that are linked to those documents, and the amount funded in this Council Plan. The figures show projects identified to take place between 2020/21 and 2023/24 and support for other agencies through grants or funding deeds. The allocation of resources is often guided by multiple Council Plan objectives and/or strategies. The resources identified are cash allocations (that is, both capital and operating, project and recurrent investments) and may be funded from multiple sources, including external sources such as grants.

Some strategies, policies and plans do not have specific project funding attached. Rather, activity to achieve the objectives of those strategies, policies and plans is funded through service budgets and equivalent full-time staff (EFT). Service budgets and EFT information is provided in section 1 of this Plan.

Consistent with legislative obligations and best practice, we review our Council Plan priorities and resource allocation annually. Estimates for 2020/21 and beyond represent current planning assumptions and should be considered provisional. These investments will be subject to evaluation and prioritisation in the relevant budget year.

### Strategic Direction 1: We embrace difference, and people belong

Planning instrument	Description and specific resources allocated	Period	Amount
Childcare Policy	Ensures Council's commitment to funding childcare with short and long-term strategies to retain and increase childcare places and financial support for low to middle income families. Funding is for subsidies to third parties to provide childcare services.	2020/21	\$1,260,000
		2021/22	\$1,285,000
		2022/23	\$1,311,000

		2023/24	\$1,337,000
Disability Policy	Describes Council's commitment to people with a disability and provides a leadership platform on which to base decisions regarding actions and advocacy that at times may reach beyond its legislative requirements. This policy is delivered primarily through the budget and activity of the Diversity and Inclusion Department. Funding for asset upgrades to meet Disability Discrimination Act requirements also contribute to meeting the objectives of this policy.		
Family, Youth and Children Collaborative Practice Framework	Outlines how collaborative practices will be supported, enhanced and embedded into service culture and delivery to achieve the desired goals. Funding is for third parties to provide family, youth and children services, such as antenatal, pre-school dental and supported playgroups.	2020/21 2021/22 2022/23 2023/24	\$111,000 \$87,000 \$89,000 \$90,000
Family Youth and Children Strategy 2014–2019	Guides development and implementation of policies and plans and drives service delivery and planning for children, middle years, youth and families. Funding is for building upgrade works at children centres and implementation of the Children's Services Policy Development.	2020/21 2021/22 2022/23 2023/24	\$460,000 \$650,000 \$1,400,000 \$1,500,000
Friends of Suai Strategic Plan 2010–2020	Strengthens capability and involvement in the Covalima community, practises good governance and management in our Friendship, and builds community awareness and knowledge of Friendship between our communities. Funding is for our contribution to Friends of Suai.	2020/21 2021/22 2022/23 2023/24	\$50,000 \$50,000 \$50,000 \$50,000
Health and Wellbeing Plan 2017-21	Is integrated with the Council Plan and sets the broad mission, goals and priorities to enable people living in the municipality to achieve maximum health and wellbeing. Funding is to implement a range of initiatives with a focus on community safety, homelessness and rough sleeping. An evaluation of the plan will also be completed.	2020/21 2021/22 2022/23 2023/24	\$65,000 \$65,000 \$0 \$0
Homelessness Action Strategy 2015–2020	Seeks to reduce the risks associated with homelessness through the development of agreed actions, continuing council's role as a leader, advocate, planner, facilitator and service provider. This strategy is delivered primarily through the budgets and activities of the <i>Affordable housing and homelessness</i> and <i>Community programs and facilities</i> services.		
In Our Backyard – Growing Affordable Housing in Port Phillip 2015–2025	Builds on the successful partnership with HousingFirst as Trustee of the Port Phillip Housing Trust and maintains our longstanding leadership in affordable housing. This is central to our commitment to maintaining a diverse, inclusive and equitable city, especially for those who are disadvantaged and marginalised Funding is for an annual cash contribution to an affordable housing reserve and the associated costs for implementing affordable housing projects.	2020/21 2021/22 2022/23 2023/24	\$650,000 \$550,000 \$500,000 \$500,000
Middle Years Commitment and	Provides a framework for Council, the community and our key partners to enable middle years young people to be happy, healthy and have their voices heard.	2020/21 2021/22	\$0 \$350,000

Action Plan 2014–2019	Funding is for upgrading council-owned Adventure Playgrounds.	2022/23	\$1,400,000
Protocol for Assisting People Who Sleep Rough 2012	Helps ensure that people experiencing primary homelessness are treated appropriately and are offered relevant support services. This protocol is delivered primarily through the budget and activity of the <i>Affordable housing and homelessness</i> service.	2023/24	\$0
Reconciliation Action Plan 2017	Explores employment opportunities, builds awareness and understanding and enhances cultural and economic development for local Aborigines and Torres Strait Islanders. This plan is delivered primarily through the budget and activity of the <i>Community programs and facilities</i> service.		
Social Justice Charter 2013 (including Social Justice Action Plan)	The Charter sets a goal for the community to work together in pursuit of the common good, while protecting and promoting the rights of all members of the community. Funding is for funding third parties to provide access and ageing services. The Social Justice Charter is also delivered through the budget and activity of the <i>Community programs and facilities</i> service.	2020/21	\$877,000
Sport and Recreation Strategy 2015–2024	Supports the planning and provision of recreation and sport facilities and services to the local community. Funding is for upgrading the sport and recreation facilities at JL Murphy Reserve, North Port Oval, Lagoon Reserve and RF Julier Reserve and Elwood Park.	2021/22	\$895,000
Youth Commitment and Action Plan 2014–2019	Outlines how Council will bring our vision to fruition and meet our commitments. Funding is for funding deeds to third parties to provide youth services and investigation into a Youth Places centre.	2022/23	\$923,000
Other initiatives not specifically aligned to a strategy	Funding is for reviewing Council's role in aged care and disability support services	2023/24	\$923,000
		2020/21	\$0
		2021/22	\$60,000
		2022/23	\$0
		2023/24	\$0

## Strategic Direction 2: We are connected and it's easy to move around

Planning instrument	Description and specific resources allocated	Period	Amount
Move, Connect, Live: Integrated	Outlines the changes and collaborative partnership actions required over the next ten years across a range of council services including: urban planning and design, transport and parking management, infrastructure management and renewal, major projects and community engagement to deliver a city	2020/21	\$2,933,000
		2021/22	\$4,997,000
		2022/23	\$3,805,000

Transport Strategy 2018-28	with enhanced liveability that is connected and easy to move around. Funding is allocated for parking technology enhancements, implementing blackspot safety improvements at high collision locations, walking and bike initiatives and working with our partners to improve the public transport experience. The Integrated Transport Strategy was adopted in September 2018.	2023/24	\$3,685,000
Access Plan 2013–2018	Represents a 'whole of organisation' approach to addressing access and inclusion. It reflects the need for all areas of Council to work together in a coordinated manner to improve access for all. Funding is allocated for public space accessibility improvements.	2020/21	\$150,000
		2021/22	\$350,000
		2022/23	\$350,000
		2023/24	\$350,000
Car Share Policy 2016-2021	Defines the benefits of car share to members, the local community and Council and encourages the expansion of car share across the municipality. This policy is delivered primarily through the budget and activity of the <i>Transport and Parking Management</i> service.		
Parking Permit Policy 2001	Provides guidelines for residents, visitors, members of community service organisations, disabled residents, trade persons and businesses for eligibility of parking permits. This policy is delivered primarily through the budget and activity of the <i>Transport and Parking Management</i> service.		
Road Management Plan 2017	Outlines our road management responsibilities, lists the road assets and details the standards of service, maintenance and construction for roads within the City. Funding is allocated for renewing roads and kerbs, footpaths and laneways.	2020/21	\$2,606,000
		2021/22	\$3,925,000
		2022/23	\$5,295,000
		2023/24	\$5,165,000
Other initiatives not specifically aligned to a strategy	No initiatives listed for 2020/21.		

### Strategic Direction 3: We have smart solutions for a sustainable future

Planning instrument	Description and specific resources allocated	Period	Amount
Act and Adapt: Sustainable Environment Strategy 2018-28	Outlines the cultural change and collaborative actions required over the next ten years across a range of council services including: city planning and urban design, water management, community outreach and behaviour change programs. It also embeds sustainability into Council operations and projects to ensure the City of Port Phillip has a sustainable future. Funding is allocated for planning water sensitive urban design interventions, supporting uptake of electric vehicles, maintain heat mapping, education programs and redevelopment of the EcoCentre (subject to partner funding).	2020/21	\$692,000
		2021/22	\$3,705,000
		2022/23	\$2,001,000
		2023/24	\$1,152,000



Don't Waste It! Waste Management Strategy 2018-28	Provides the blueprint for how Council and the community will work together to create a more sustainable future for Port Phillip, through the way we manage our waste. It outlines how we can manage our waste better right now through education and changes in how we think about waste, whilst we create new ways of managing waste in the future utilising advanced waste technologies. Funding is allocated to implement waste initiatives identified in the strategy, resources to coordinate strategy monitoring and education delivery and municipal wide litter bin renewal.	2020/21	\$1,175,000
		2021/22	\$1,291,000
		2022/23	\$730,000
		2023/24	\$730,000
Climate Adaptation Plan 2010 (to be revised in 2019)	Targets Council operations and policy in the areas of built form, public space, coastal management and protection, drainage and flooding management, managing heat stress and heat island effects, and supporting local emergency management. It is a key plan to guide change in some vital Council operational areas, to progressively develop a more climate adept city. Funding is allocated to implement a Sustainable City Community Action Plan and respond to progress Council's efforts to reduce the impact of flooding and improve water quality in the Elster Creek Catchment.	2020/21	\$215,000
		2021/22	\$130,000
		2022/23	\$60,000
		2023/24	\$950,000
Foreshore and Hinterland Vegetation Management Plan 2015	Provides guidance for the future use, development and management of the Port Phillip foreshore. Funding is allocated for ongoing investment in upgrading the foreshore including vegetation projects.	2020/21	\$0
		2021/22	\$150,000
		2022/23	\$150,000
		2023/24	\$150,000
Greenhouse Plan 2011 (to be revised in 2019)	Assists Council to address emissions reduction actions in greenhouse gas emissions, urban design and development, transport, zero waste, purchasing and procurement, and climate change. Funding is allocated for investing in energy efficiency measures in Council buildings and upgrading our street lighting with energy efficient lights.	2020/21	\$240,000
		2021/22	\$988,000
		2022/23	\$2,018,000
		2023/24	\$350,000
Greening Port Phillip, An Urban Forest Approach 2010	Supports a healthy and diverse urban forest that uses innovative greening solutions to enhance the community's daily experience, ensuring environmental, economic, cultural and social sustainability for future generations. Funding is allocated for street tree and park tree improvement programs.	2020/21	\$440,000
		2021/22	\$740,000
		2022/23	\$740,000
		2023/24	\$640,000
Open Space Water Management Plan	Reflects the principles of the Water Plan 2010 and creates an implementation framework from which actions can be developed and prioritised. Funding is for implementing irrigation upgrades to key sports fields and parks to optimise water use.	2020/21	\$50,000
		2021/22	\$350,000
		2022/23	\$350,000
		2023/24	\$350,000
Sustainable Design Strategy 2013	Sets out how Council will achieve sustainable design outcomes through the planning scheme and incorporates best practice sustainability design standards for Council buildings and provides an assessment framework that directly supports the proposed Amendment C97 Environmentally Efficient Design (EED) Local Planning Policy. This strategy is delivered primarily through the budgets and activity of the <i>City planning and urban design and Sustainability services</i> .		

Water Plan 2010 (to be revised in 2019)	Identifies different water sources that can be used to make the city more liveable. Funding is allocated for investigating and delivering significant new sources of alternative water to open space areas around the city.	2020/21	\$0
		2021/22	\$100,000
		2022/23	\$500,000
		2023/24	\$1,000,000
Other initiatives not specifically aligned to a strategy	No initiatives listed for 2020/21.		

### Strategic Direction 4: We are growing but keeping our character

Planning instrument	Description and specific resources allocated	Period	Amount
Activating Laneways Strategy	Identifies a selection of lanes within and/or close to key areas such as activity centres, regionally significant open spaces and public transport networks, and provides a framework to promote future activity within them. This strategy is delivered through the Laneway Renewal and Upgrade Program (see Road Management Plan 2013),		
City of Port Phillip Housing Strategy 2007-2017	Sets out a broad vision for housing and residential development in Port Phillip and makes recommendations regarding the future management of housing and residential development in the City. This strategy is delivered primarily through the budgets and activity of the City planning and urban design and Affordable housing and homelessness services.		
City of Port Phillip Activity Centre Strategy 2006	Provides a holistic understanding of the complex role and function of activity centres and the contribution that they can make to creating sustainable local communities and is in response to Melbourne 2030: Planning for Sustainable Growth This strategy is delivered primarily through the budget and activity of the City planning and urban design service.		
Domestic Animal Management Plan 2017-2021	Aims to provide harmonious and responsible pet ownership across the City of Port Phillip focusing on the registration of pets, effective control of dogs within public areas, pet residential management, pet microchipping and de-sexing and the encouragement of owners to pick up dog poo. This plan is delivered primarily through the budget and activity of the Local laws and animal management services.		
Fishermans Bend Planning and Economic Development Strategy	Guides the continued transition of Fishermans Bend from a traditional industrial area into a diverse, inner city business and employment precinct. Funding is allocated to support a series of key planning and coordination activities realising Council's objectives in relation to the development of Fishermans Bend.	2020/21 2021/22 2022/23 2023/24	\$275,000 \$375,000 \$300,000 \$300,000

Foreshore Management Plan 2012	Guides how to protect, maintain and manage the City's coastline. It provides strategic directions to address unsustainable impacts on the Port Phillip coast and community. Funding is allocated for renewing foreshore and maritime assets, including the Middle Park Beach renourishment.	2020/21	\$1,360,000
		2021/22	\$1,150,000
		2022/23	\$1,150,000
		2023/24	\$1,150,000
Graffiti Management Plan 2019-2024 (out for consultation)	Provides direction for the removal and management of graffiti across the city, implementation of community focussed programs that contribute to minimising graffiti, and provision of opportunities for people to participate in more legitimate forms of public art. This plan is delivered through the budget and activity of the Building Maintenance service.		
Inner Melbourne Action Plan	Sets out 11 regional strategies and 57 actions to make the Inner Melbourne Region more liveable. Funding is allocated for our contribution to the Inner Melbourne Action Plan.	2020/21	\$42,000
		2021/22	\$42,000
		2022/23	\$42,000
		2023/24	\$42,000
Management plans and master plans	Funding is allocated to other planning instruments.		
Memorials and Monuments Policy	Guides management of existing memorials and decision-making for new memorials. Funding is allocated for the Memorials and Monuments Renewal program and heritage plaques.	2020/21	\$26,000
		2021/22	\$70,000
		2022/23	\$70,000
		2023/24	\$70,000
Municipal Emergency Management Plan	Outlines how the Port Phillip City Council will implement measures to prevent (or reduce) the causes (or effects) of emergencies, manage the use of municipal resources in response to emergencies, manage support (that may be provided) to or from adjoining municipalities, assist the affected community to recover following an emergency and complement other local, regional and state planning arrangements. This plan is delivered primarily through the budget and activity of the <i>Municipal emergency management</i> service.		
Open Space Strategy and Implementation Plan Framework 2009	Guides delivery of a city where public open spaces define the City's character and respond to its people's need for places to rest, recreate and be inspired. Funding is allocated to renew park and street furniture and signage.	2020/21	\$275,000
		2021/22	\$960,000
		2022/23	\$710,000
		2023/24	\$710,000
Playspace Strategy 2011	Sets the vision, policy context and framework for future development of play spaces and prioritises play spaces for upgrade and renewal. Funding is allocated to renew and upgrade parks and playgrounds, including the play spaces at TT Buckingham Reserve, JL Murphy and Rotary Park.	2020/21	\$1,800,000
		2021/22	\$1,270,000
		2022/23	\$990,000
		2023/24	\$990,000

Port Melbourne Waterfront Activation Plan	Defines short term actions and identifies longer term strategies and is guide for the delivery of them by Council, business and the community to activate the Port Melbourne Waterfront. This plan is delivered primarily through the budget and activity of the <i>City planning and urban design</i> service.		
Port Phillip Heritage Review 2000 (Version 18)	Includes completion of additional assessments of places and areas of heritage significance since the gazetting of the original review in 2000. Funding is allocated for developing and implementing the Heritage Program.	2020/21	\$150,000
		2021/22	\$50,000
		2022/23	\$0
		2023/24	\$0
Port Phillip Local Law No.1 (Community Amenity) 2013	Manages the uses and activities on roads and Council land, and manages, regulates and controls certain uses and activities. The local law is delivered primarily through the budgets and activity of the <i>Health and Local laws and animal management</i> services.		
Port Phillip Planning Scheme	Provides a clear and consistent framework within which decisions about the use and development of land can be made. Expresses state, regional, local and community expectations for areas and land uses. Provides for the implementation of state, regional and local policies affecting land use and development. Funding is allocated for implementing planning scheme amendments that strengthen design and development controls in areas undergoing significant change.	2020/21	\$140,000
		2021/22	\$210,000
		2022/23	\$260,000
		2023/24	\$260,000
Precinct structure plans and urban design frameworks	Funding is allocated to South Melbourne precinct planning and design, to secure a new lease for the St Kilda Marina and development of the Kings Place Plaza pocket park.	2020/21	\$505,000
		2021/22	\$1,830,000
		2022/23	\$0
		2023/24	\$0
Public Toilet Plan 2013–2023	Supports clean, safe, accessible public toilets for all local residents and visitors to the municipality. Funding is allocated for improving safety and amenity of public toilets. Funding for 2020/21 includes works at Sandbar Café, Waterfront Place and Shakespeare Grove public toilets.	2020/21	\$740,000
		2021/22	\$450,000
		2022/23	\$450,000
		2023/24	\$450,000
Soil Contamination Management Policy (in development)	Outlines our approach to assessing and managing potentially contaminated land that we own or manage. Funding is allocated for working with the Victorian Government to effectively manage soil contamination on open space sites, including Gasworks Arts Park.	2020/21	\$610,000
		2021/22	\$2,335,000
		2022/23	\$1,700,000
		2023/24	\$0
St Kilda Botanical Gardens Future Directions Plan	Examines botanic function and cultural heritage of the Gardens and provides several improvement recommendations. This plan is delivered primarily through the budget and activity of the <i>Public space</i> service.		

Stormwater Management Plan	Provides direction for the environmental management of stormwater and presents an integrated approach to stormwater management, which maintains the traditional function of preventing adverse flooding, but also places emphasis on improving water quality and environmental amenity of stormwater systems. Funding is allocated for renewing and upgrading our drains and stormwater assets.	2020/21	\$915,000
		2021/22	\$1,150,000
		2022/23	\$1,150,000
		2023/24	\$1,000,000
Sustainable Public Lighting Strategy for Streets and Open Space 2011–2016	Provides the framework for achieving our zero net Council emissions by 2020 goal by providing direction for improvement where it is needed. Funding is allocated for renewal, upgrade and expansion of public space lighting.	2020/21	\$1,300,000
		2021/22	\$1,000,000
		2022/23	\$750,000
		2023/24	\$750,000
Other initiatives not specifically assigned to a strategy	Funding is allocated for Public Space Security Improvements in vulnerable areas and the Palais Theatre and Luna Park Precinct revitalisation	2020/21	\$2,920,000
		2021/22	\$680,000
		2022/23	\$200,000
		2023/24	\$200,000

## Strategic Direction 5: We are growing but keeping our character

Art and Soul: Creative and Prosperous City Strategy 2018-22	Outlines the cultural change and collaborative actions required over the next four years across a range of council services including: arts, culture and heritage, economic development and tourism, festivals, libraries, markets, city planning and urban design to create a thriving social, cultural and economic future for the City of Port Phillip. Funding is allocated for supporting placemaking activities, creative industry investment and community facility renewal among other initiatives. It also includes support for the management and operation of Gasworks Theatre and Linden New Art and other arts organisations and the Cultural Development Fund.	2020/21	\$2,096,000
		2021/22	\$1,865,000
		2022/23	\$1,195,000
		2023/24	\$1,215,000
Aboriginal and Torres Islander Arts Strategy 2014-2017	Ensures resources are available for the annual Aboriginal and Torres Strait Islander arts calendar. Funding is allocated for the Yalukit Weelam Ngargee festival and Indigenous Arts program.	2020/21	\$103,700
		2021/22	\$123,000
		2022/23	\$126,000
		2023/24	\$126,000
Events Strategy 2015–2017	Plans, attracts and directs events to ensure our city is welcoming, healthy, safe and vibrant for all. Funding is allocated for the St Kilda Film Festival, grants for Local Festivals, contributions to Pride March, Live N Local and other events.	2020/21	\$426,000
		2021/22	\$645,000
		2022/23	\$600,000
		2023/24	\$607,000

Port Phillip City Collection Policy 2017	Articulates the context and principles for the Port Phillip City Collection. It is the guiding document for collection management and key decision-making relating to the Collection, outlining the requirements around collection development through acquisition, documentation, conservation and access. Funding is allocated for the arts acquisition program.	2020/21	\$30,000
		2021/22	\$30,000
		2022/23	\$30,000
		2023/24	\$30,000
South Melbourne Market Strategic Plan 2015–2020	Strategic planning for managing the South Melbourne Market to achieve its goals over the next five years. Funding is allocated for renewal and building compliance works, fit-out of stalls and to develop a strategic business case.	2020/21	\$1,815,000
		2021/22	\$2,185,000
		2022/23	\$3,225,000
		2023/24	\$3,325,000
St Kilda Esplanade Market Strategic Plan 2016-2020	Reinforces the Market's identity as a makers' market and sets out three key priorities: to continue to make the Market a 'market of choice' for stallholders and visitors; to ensure a positive market experience through improving amenities and infrastructure over time; and to increase visitor numbers and Market profile through marketing and communications. This plan is delivered primarily through the budget and activity of the <i>South Melbourne Market</i> service.		
St Kilda Festival Strategy and Multi-Year Operational Plan 2016-2018	A three-year plan to reinforce the Festival as Australia's largest free music festival, a unique and iconic Melbourne event showcasing Australian bands. Funding is allocated for the St Kilda Festival.	2020/21	\$1,719,000
		2021/22	\$1,753,000
		2022/23	\$1,788,000
		2023/24	\$1,824,000
Other initiatives not specifically assigned to a strategy	Funding is allocated for South Melbourne Town Hall building renewal works, library purchases and the refurbishment of toilets at the Palais Theatre.	2020/21	\$1,747,000
		2021/22	\$4,252,000
		2022/23	\$4,552,000
		2023/24	\$5,852,000

## Strategic Direction 6: Our commitment to you

Asset Management Plans, Asset Management Policy and Strategy City of Port Phillip	Council's asset management is complex and impacts on nearly all areas of Council responsibilities. Renewals are capital works that are required to ensure that Council intervenes in an optimal manner to protect and renew infrastructure assets. This supports on-going service and financial sustainability. Funding is allocated for asset renewals that are not allocated to other identified strategies or plans such as renewal of buildings, IT infrastructure and applications and Council's fleet. Also included is building safety works on community assets and implementation of the workplace accommodation plan.	2020/21	\$7,406,000
		2021/22	\$8,510,000
		2022/23	\$7,357,000
		2023/24	\$6,684,000
Security Camera Footage Policy 2012	Sets policy and processes for the retention, release and return of City of Port Phillip security footage. This policy is delivered primarily through the budget and activity of the Governance, Risk and Policy service.		

Civic Recognition and Support Strategy	This strategy is delivered primarily through the budget and activity of the <i>Governance, Risk and Policy</i> service.		
Councillor Code of Conduct (including Councillor Support and Expense Reimbursement Policy 2016)	Develops behavioural principles for elected representatives around conducting Council business. This policy is delivered primarily through the budget and activity of the <i>Governance, Risk and Policy</i> service.		
Customer Experience Strategy	Outlines the cultural change and actions required over the next three years across a range of council services including: customer service requests and enquiries; regulatory services; animal registration; Council's website and communication channels; rates management, events management; assets management and financial management. Funding allocated includes implementation of the Customer Experience Program.	2020/21 2021/22 2022/23 2023/24	\$9,649,000 \$2,903,000 \$2,000,000 \$1,000,000
Leasing and Licencing Policy	This policy is delivered primarily through the budget and activity of the <i>Asset and property management</i> service.		
Other initiatives not specifically assigned to a strategy	Funding is allocated for community engagement to support the annual review of the Council Plan and Budget, the delivery of the City of Port Phillip elections, to support the transition to a new Council and the implementation of the new Local Government Act 2020.	2020/21 2021/22 2022/23 2023/24	\$1,604,000 \$210,000 \$38,000 \$38,000

## Rates and charges

This section presents information which the Local Government Act 1989 and regulations require to be disclosed in the Council's annual budget.

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 Rating Strategy which is available on Council's website.

### Rating context

In developing the Strategic Resource Plan, rates and charges are identified as the main source of revenue, accounting for over 57 per cent of the total revenue received by Council annually. Planning for future rate increases has historically been an important component of the Strategic Resource Planning process. The Victorian Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2020/21 the FGRS cap has been set at 2 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 successful drive for efficiency savings, resulting in permanent operational savings of \$4.9 million in 2020/21 in addition to the \$13 million over the previous six budgets. 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 per cent in line with the rate cap. This will raise \$132.6 million in total rates and charges for 2020/21, including supplementary rates of \$0.90 million.



## Current year rates and charges

Council had already endorsed the 10-Year Financial Outlook at its meeting on 4 December 2019 and on 6 May 2020 (updated in response to the impact of Covid-19) and agreed not to apply to the Essential Services Commission for a variation to the rates cap in 2020/21. In endorsing the 10-Year Financial Outlook, 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 2 per cent in 2020/21 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 2020.

Proposed rates increase	2019/20	2020/21	2021/22	2022/23	2023/24
General Rate increase %	2.50%	2.00%	1.75%	1.75%	2.00%
Total Rates raised (\$,000)	129,213	132,585	135,378	138,050	141,102

## Rates and charges

### Rating structure

Council has established a rating structure that is comprised of two key elements:

- property values, form the central basis of rating under the *Local Government Act 1989*
- a user pays component to reflect usage of discretionary waste services (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 system is based on Net Annual Value (NAV). Municipalities that have a relatively large commercial property base (for example, inner city councils) have tended to remain on NAV due to the fact that it offers protection to residential ratepayers through an in-built differential.

Port Phillip is one of only a few councils in Victoria continuing to use the NAV rating system. Under NAV rating, property rates are determined in accordance with the rental yield and this is always assessed as being five per cent of the Capital Improved Value (CIV) for residential properties and at a higher rate (typically seven to nine per cent) for commercial and industrial properties. Councils that use CIV rating typically have differential rates in place for commercial and industrial properties; this is not necessary under NAV rating which has an in-built differential.

Council provides for rate concessions for recreational land. Under 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.

### 2020/21 rates

This table summarises the rates to be determined for the 2020/21 year. A more detailed analysis of the rates to be raised is contained in the "Declaration of Rates and Charges" section.

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

Type or class of land	How applied	2018/19	2019/20	Change
General rates	Cents/\$ NAV	3.7139	3.7282	0.4%
Municipal charge	\$/ property	Nil	Nil	Nil
Annual garbage charge - non-rateable properties	\$/ property	\$298	\$338	13.4%
240 Litre bin - annual service charge	\$/ property	\$154	\$188	22.1%

## Differential rates

The City of Port Phillip uses the Net Annual Value (NAV) system for determining the distribution of rates across the municipality.

Section 161 (1) of the Local Government Act 1989 only allows for differential rates to be applied by councils that use the Capital Improved Value (CIV) system for valuing land. While councils using other rating systems may raise limited differential rates under Section 161A of the Local Government Act 1989 this may only be applied for the following land categories: farm land, urban farm land and residential properties. This does not apply to Port Phillip which is an inner metropolitan council.

## Draft Declaration of rates and charges 2020/21

The rate in the dollar to be levied as general rates under section 158 of the Local Government Act 1989 for each type or class of land compared with the previous financial year.

Type or class of land	2019/20 cents/\$NAV	2020/21 cents/\$NAV	Change (%)
General rate for rateable properties	3.7139	3.7282	0.39%

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	2019/20 (\$)	2020/21 (\$)	Change (\$)	Change (%)
Residential	102,866,156	106,244,342	3,378,186	3.28%
Commercial	20,390,640	20,329,289	(61,351)	(0.30%)
Industrial	5,137,520	4,959,613	(177,907)	(3.46%)
<b>Total amount to be raised by general rates</b>	<b>128,394,316</b>	<b>131,533,244</b>	<b>3,138,928</b>	<b>2.44%</b>

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	2019/20 (Number)	2020/21 (Number)	Change (Number)	Change (%)
Residential	65,042	65,379	337	0.52%
Commercial	6,859	6,816	(43)	(0.63%)
Industrial	982	973	(9)	(0.92%)
<b>Total number of assessments</b>	<b>72,883</b>	<b>73,168</b>	<b>285</b>	<b>0.39%</b>

The basis of valuation to be used is the Net Annual Value (NAV).

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	2019/20 (\$)	2020/21 (\$)	Change (\$)	Change (%)
Residential	2,769,761,050	2,849,749,000	79,987,950	2.89%
Commercial	549,035,775	545,284,300	(3,751,475)	(0.68%)
Industrial	138,332,200	133,029,700	(5,302,500)	(3.83%)
<b>Total value of land</b>	<b>3,457,129,025</b>	<b>3,528,063,000</b>	<b>70,933,975</b>	<b>2.05%</b>

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

Type of Charge	Per Rateable Property 2019/20 (\$)	Per Rateable Property 2020/21 (\$)	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	2019/20 (\$)	2020/21 (\$)	Change (\$)	Change (%)
Municipal	0	0	0	0.0%

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 2019/20 (\$)	Per Rateable Property 2020/21 (\$)	Change (\$)	Change (%)
Annual Garbage Charge for non-rateable tenements	298	338	40	13.42%
240 Litre Bin - Annual Service Charge	154	188	34	22.08%
80 Litre Waste Bin - Annual Rebate	(60)	(60)	0	0.0%

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	2019/20 (\$)	2020/21 (\$)	Change (\$)	Change (%)
Annual Garbage Charge for non-rateable tenements	27,118	30,420	3,302	12.18%
240 Litre Bin - Annual Service Charge	344,842	397,056	52,214	15.14%
<b>Total service charges excluding rebates</b>	<b>371,960</b>	<b>427,476</b>	<b>55,516</b>	<b>14.93%</b>
80 Litre Waste Bin - Annual Rebate	(153,960)	(153,960)	0	0.00%
<b>Total service charges</b>	<b>218,000</b>	<b>273,516</b>	<b>55,516</b>	<b>25.47%</b>

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

Type of Charge	2019/20 (\$)	2020/21 (\$)	Change (\$)	Change (%)
General rates	128,394,316	<b>131,533,244</b>	3,138,928	2.44%
Municipal charge	0	<b>0</b>	0	0.00%
Supplementary rates and charges	652,800	<b>899,081</b>	246,281	37.73%
Rate rebates and adjustments (including penalty interest)	(252,000)	<b>(268,455)</b>	(16,455)	6.53%
Cultural and Recreational Charges	199,913	<b>147,871</b>	(52,042)	(26.03%)
Service charges (waste collection)	218,000	<b>273,516</b>	55,516	25.47%
<b>Rates and charges</b>	<b>129,213,029</b>	<b>132,585,257</b>	<b>3,248,214</b>	<b>2.61%</b>

### Any 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 (2020/21: budgeted \$0.90 million and 2019/20: estimated \$0.65 million)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

### Fair Go Rates System Compliance

City of Port Phillip is fully compliant with the Victorian Government's Fair Go Rates System.

	2019/20	2020/21
Total Raised income based on 30 June Valuation	\$125,265,067	\$128,955,569
No of assessments	72,883	73,168
Base Average Rates	\$1,718.71	\$1,762.45
Maximum Rate Increase (set by the State Government)	2.50%	2.00%
Capped Average Rate	\$1,761.68	\$1,797.69
Maximum General Rates and Municipal Charges Revenue	\$128,396,523	\$131,533,382
Budgeted General Rates and Municipal Charges Revenue	\$128,394,316	\$131,533,245

## General revaluation of properties

During the 2019/20 year, a revaluation of all properties within the municipality was carried out and will apply from 1 January 2020 for the 2020/21 year. Valuations are performed on annually. Overall, the NAV has increased by 1.04 per cent and the Site Value has increased by 1.97% per cent for all property types compared to the previous revaluation at 1 January 2019.

The valuation was performed prior to Covid-19. It is likely that a decrease in the market as a consequence and this will be reflected in next year's valuation cycle.

The following table summarises the valuation changes between the 2019 and 2020 general revaluations by property type.

Property Type	NAV % Change
Residential dwellings	3.02%
Residential Units	0.87%
Investment Flats	0.30%
Other Residential	2.84%
Commercial	(3.24%)
Retail	(0.66%)
Industrial	(0.54%)
<b>Average NAV decrease</b>	<b>1.04%</b>

The largest NAV change is a decrease of 3.2 per cent within the commercial property type and largest increase is within the Residential dwellings property type of 3.0 per cent.

The overall average NAV increased by 1 per cent.

## Fees and charges

### Ensuring we recover costs through fair and appropriate user charges

In most cases, our fees and charges for 2020/21 are proposed to increase by 2.25 per cent (with variances where minor rounding equates to larger or smaller percentages). This approach is consistent with our financial strategy. There will be variances where minor rounding equates to larger or smaller percentages.

There are some exceptions where we believe a larger increase (on non-material items) is fair and reasonable.

Due to the significant impact of the COVID-19 pandemic to our community, any material fee structure changes have been deferred to a future budget year.

Additionally, some fees are proposed to increase by 2.25 per cent but will be supported with targeted measures such as waivers and deferrals. In other cases, no fee increase is proposed for 2020/21.

The fee changes are proposed to commence from 1 September 2020. Statutory fees may change during the financial year in accordance with updated Victorian Government legislation and regulation.

The complete schedule of proposed fees and charges for 2020/21 follows.



## Strategic Direction 1: We embrace difference, and people belong

### Ageing and accessibility

Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
<b>Planned activity groups</b>		
Planned activity group - quarter day activities for older people and people with disabilities	\$6.00	\$6.20
Planned activity group - half day activities for older people and people with disabilities - this includes water leisure activities	\$10.20	\$10.40
Planned activity group - full day activities for older people and people with disabilities	\$15.80	\$16.20
Planned activity group - package	\$91.40	\$93.60
Shopping Group (four hours)	\$6.00	\$6.20
Cooking Group (three hours)	\$6.00	\$6.20
<b>Personal, respite and home care (per hour)</b>		
Home Care - Base Fee	\$8.40	\$8.60
Home Care - Medium Fee	\$20.00	\$20.40
Home Care - Maximum Fee	\$37.00	N/A
Home Care – Package	\$54.80	\$56.00
Personal Care – Base Fee	\$6.60	\$6.80
Personal Care – Medium Fee	\$15.60	\$16.00
Personal Care – Maximum Fee	\$42.20	\$43.20
Personal Care – Package	\$54.80	N/A
Property Maintenance - Base Fee	\$12.60	\$12.80
Property Maintenance - Medium Fee	\$19.80	\$20.20
Property Maintenance - Maximum Fee	\$52.40	\$53.60
Respite Care - Base Fee	\$4.80	\$5.00
Respite Care - Medium Fee	\$8.00	\$8.20
Respite Care - Maximum Fee	\$38.80	\$39.60

Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
Respite Care - Package	\$54.80	\$56.00
<b>Food Services</b>		
Food Services meal – Base	\$9.40	\$9.60
Food Services meal – Medium	\$9.40	\$9.60
Food Services meal – High	\$21.00	\$21.40
Food Services – Package	\$11.00	\$11.20
Food Services - Package - meal only (itemised fees)	\$7.60	\$7.80
Centre-based meal – two courses	\$5.60	\$5.80
Centre-based meal - three courses	\$7.20	\$7.40

## Children

Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
<b>Long day care</b>		
Infrastructure Levy per place per day (Community managed centres)	\$4.94	\$5.05
Maintenance Levy per place per day (Community managed centres)	\$5.28	\$5.40
Long Day Care (daily fee)	\$133.50	\$133.50
Long Day Care (daily fee) - non-resident at Barring Djinang Kindergarten	\$143.80	\$143.80
Direct Debit/Credit decline fee	\$10.00	\$10.20

## Community programs and facilities

Description	2019/20 Fee (incl. GST if applicable)	2020/20 Fee (incl. GST if applicable)
<b>Community connect-community facilities</b>		
Community groups Type 1 based within Port Phillip (per hour)	\$12.50	\$12.50

Description	2019/20 Fee (incl. GST if applicable)	2020/20 Fee (incl. GST if applicable)
Community groups Type 2 operating from outside Port Phillip (per hour)	\$19.00	\$19.00
Semi-commercial Hirers (per hour)	\$45.00	\$45.00
Private Hire (per hour)	\$63.50	\$63.50
Security Deposit – Specific	\$500.00	\$500.00
Security Deposit – Standard	\$100.00	\$100.00
<b>Community programs</b>		
Attendance at Parent Information Sessions	\$5.00	\$5.00
After School Care, per hour	\$2.75	\$2.75
Community Group hire of basketball court, per hour - South Melbourne Primary School	\$19.00	\$19.00
Port Phillip Community Group hire of basketball court, per hour - South Melbourne Primary School	\$12.50	\$12.50
Semi-Commercial Hire of basketball court per hour - South Melbourne Primary School	\$45.00	\$45.00
<b>Community transport bus hire</b>		
Cleaning charge on hire buses	\$56.00	\$57.30
<b>Cora Graves - hall hire</b>		
Community groups Type 1 Based within Port Phillip (per hour)	\$12.50	\$12.50
Community groups Type 2 operate from outside Port Phillip (per hour)	\$19.00	\$19.00
Private Hire (per hour)	\$63.50	\$63.50
Semi Commercial Hirers (per hour)	\$45.00	\$45.00
Security Deposit – Specific	\$500.00	\$500.00
Security Deposit - Standard	\$100.00	\$100.00
<b>Families and young people</b>		
Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
<b>Hire fees for St Kilda Adventure Playground</b>		

<b>Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Party Hire: Non-resident	\$200.00	\$205.00
Party Hire: Resident	\$125.00	\$125.00
Party Hire: Resident Concession	\$50.00	\$50.00
Party Hire: Program member	\$25.00	\$25.00
Party Hire: Non-resident Concession	\$110.00	\$110.00

## Recreation

<b>Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>Commercial Recreation Activities - New Licences &amp; Permits (Statutory Fees)</b>		
Beach and water activities: Annual Licence Fee	\$312.00	\$315.00
Beach based activities: Annual Licence Fee	\$312.00	\$315.00
Launch of craft only: Annual Licence Fee	\$583.00	\$595.00
Kite boarding: Annual Licence Fee	\$2,049.00	\$2,095.00
Skydiving: Annual Licence Fee	\$177,000.00	\$180,000.00
All activities: Participant Fee Adult	\$2.40	\$2.40
All activities: Participant Fee Child	\$1.60	\$1.60
Personal Training (1 to 15 participants): Annual Licence Fee	\$312.00	\$315.00
Public Liability Insurance	\$31.00	\$31.00
<b>Sports Ground and Facilities Bookings</b>		
Sports ground casual booking (community per day)	\$138.00	\$140.00
Sports ground casual booking (corporate per day)	\$200.00	\$205.00
Sports ground casual booking (all schools per term)	\$65.00	\$65.00
Pavilion hire casual (community & school groups)	\$102.00	\$102.00
Pavilion (other) hire casual (corporate groups)	\$185.00	\$190.00

<b>Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Pavilion hire casual - JL Murphy, Peanut Farm, Elwood Pavilions (corporate groups)	\$373.00	\$380.00
North Port Oval casual hire	\$512.00	\$525.00
Casual use - Refundable Security Deposit	\$500.00	\$500.00
Sports Club use - Refundable Security Deposit	\$500.00	\$500.00

## Strategic Direction 2: We are connected and it's easy to move around

### Transport and parking management

<b>Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>Infrastructure Maintenance</b>		
Road Reinstatement - Refundable Deposit	\$1,500.00	\$1,500.00
Street Furniture Removal (includes bus shelters, seats, bins, bollards, bike hoops, planter boxes and any other street furniture item within the road reserve)	Full cost recovery (upon request)	Full cost recovery (upon request)
<b>South Melbourne Market</b>		
<b>Parking - Market Days</b>		
Car Parking on market days is free for the first two hours (any time of day)	\$0.00	\$0.00
2 to 3 hours	\$6.00	\$6.00
3 to 4 hours	\$12.00	\$12.00
4 to 5 hours	\$20.00	\$20.00
5 to 6 hours	\$29.00	\$29.00
6 to 7 hours	\$35.00	\$35.00
7 hours +	\$65.00	\$65.00
Lost Ticket	\$65.00	\$65.00
<b>Parking – Non- Market Days</b>		
Car Parking on roof Non-Market Days (Mon, Tues, Thurs)		

Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
0 to 1 hour	\$1.00	\$1.00
1 to 2 hours	\$2.00	\$2.00
2 to 3 hours	\$3.00	\$3.00
3 to 4 hours	\$4.00	\$4.00
4 to 5 hours	\$5.00	\$5.00
5 to 6 hours	\$6.00	\$6.00
6 to 7 hours	\$13.00	\$13.00
7 hours +	\$13.00	\$13.00
Lost Ticket	\$13.00	\$13.00
<b>Parking permits</b>		
Resident parking permit. Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$83.00	\$84.00
Combined parking permit (resident/foreshore) Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$122.00	\$124.00
Party parking permit (for two days and one night)	\$6.00	\$6.00
Visitor parking permit (annual) Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$112.00	\$114.00
Foreshore parking permit Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$61.00	\$62.00
Foreshore Club Parking permit Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$102.00	\$104.00
Tradesman parking permit (per week)	\$55.00	\$56.00
Temporary parking permit - Admin fee	\$92.00	\$94.00
Unrestricted bay	\$8.00	\$9.00
Non-metered restricted time parking per bay	\$40.00	\$41.00
All Day parking ticket or meter parking per bay	\$24.00	\$25.00
Time restricted paid parking per bay	\$36.00	\$37.00

Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
Permit reissue - Admin fee	\$22.00	\$23.00
<b>Parking machine charges</b>		
Elwood Foreshore Carpark - maximum/daily (1 July to 30 September and 1 April to 30 June)	\$8.70	\$8.70
Elwood Foreshore Carpark - maximum/daily (1 October to 31 March)	\$12.90	\$12.90
Elwood Foreshore Carpark - per hour (1 July to 30 September and 1 April to 30 June)	\$1.90	\$1.90
Elwood Foreshore Carpark - per hour (1 October to 31 March)	\$5.30	\$5.30
Fishermans Bend north of Woodgate Street and east of Boundary Street - per hour	\$1.00	\$1.00
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - maximum / per day. (1 July to 30 September and 1 April to 30 June)	\$8.70	\$8.70
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - maximum / per day. (1 October to 31 March)	\$12.90	\$12.90
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - per hour. (1 July to 30 September and 1 April to 30 June)	\$1.90	\$1.90
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - per hour. (1 October to 31 March)	\$3.90	\$3.90
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore) - per day	\$13.20	\$13.30
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore) - per hour	\$5.50	\$5.60
Paid Parking Credit Card Gateway Fee	\$0.12	\$0.12
South Melbourne Central - Clarendon Street Retail Precinct - per day	\$9.00	\$9.10
South Melbourne Central - Clarendon Street Retail Precinct - per hour	\$2.00	\$2.00
South Melbourne Central - North of Park and Ferrars Street (industrial) - per day	\$9.00	\$9.10
South Melbourne Central - North of Park and Ferrars Street (industrial) - per hour	\$2.00	\$2.00
South Melbourne East - North East of Kingsway (commercial) - per hour	\$4.00	\$4.00
South Melbourne South - Albert Road area (commercial) - per day	\$12.60	\$12.80

Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
South Melbourne South - Albert Road area (commercial) - per hour	\$4.00	\$4.00
South Melbourne West - South West of Ferrars Street (Industrial) - per day	\$9.00	\$9.10
South Melbourne West - South West of Ferrars Street (Industrial) - per hour	\$2.00	\$2.00
St Kilda Road - North of St Kilda Junction (commercial) - per hour	\$4.00	\$4.00
St Kilda Road - South of St Kilda Junction (commercial / retail) - per day	\$6.90	\$7.00
St Kilda Road - South of St Kilda Junction (commercial / retail) - per hour	\$2.00	\$2.00
Station Pier & Waterfront Place - maximum / per day (1 October - 31 March)	\$12.90	\$12.90
Station Pier & Waterfront Place - maximum / per day (1 July to 30 September and 1 April - 30 June)	\$8.70	\$8.70
Station Pier & Waterfront Place - per hour (1 July to 30 September and 1 April - 30 June)	\$1.90	\$1.90
Station Pier & Waterfront Place - per hour (1 October to 31 March)	\$3.90	\$3.90
<b>Parking enforcement</b>		
Unregistered and abandoned vehicle release fee	\$437.00	\$445.00
Daily vehicle storage fee after 48 hours	\$19.50	\$19.50
Vehicle Clearway Release Fee	\$437.00	\$440.00
Vehicle Transfer from Nationwide Towing to Manheim	\$757.00	\$770.00
<b>Parking fines</b>		
Penalty Fines - class 1	\$83.00	\$83.00
Penalty Fines - class 2	\$99.00	\$99.00
Penalty Fines - class 3	\$165.00	\$165.00
Penalty Reminder Notice	\$25.80	\$25.80
Lodgement fee	\$77.20	\$77.20
<b>Planning Infringements</b>		
Planning Infringement Notice - Individual (Penalty Fines Class 3)	\$825.00	\$825.00
Planning Infringement Notice - Company (Penalty Fines Class 3)	\$1,650.00	\$1,650.00
Penalty Reminder Notice	\$25.80	\$25.80



## Strategic Direction 3: We have smart solutions for a sustainable future

### Waste management

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
<b>Waste Management Operations</b>		
Resource Recovery Centre Fees (Car Boot)	\$23.00	\$24.00
Resource Recovery Centre Fees (Station Wagon, Utility)	\$44.00	\$45.00
Resource Recovery Centre Fees (Small Trailer)	\$59.00	\$60.00
Resource Recovery Centre Fees (Large Trailer)	\$108.00	\$110.00
Resource Recovery Centre Fees (Contractors m <sup>3</sup> )	\$95.00	\$97.00
Resource Recovery Centre Fees – Non-Resident (Car Boot)	\$30.00	\$31.00
Resource Recovery Centre Fees – Non-Resident (Station Wagon, Utility)	\$56.00	\$57.00
Resource Recovery Centre Fees – Non-Resident (Small Trailer)	\$72.00	\$73.00
Resource Recovery Centre Fees – Non-Resident (Large Trailer)	\$120.00	\$122.00
Annual garbage charge for non-rateable tenements	\$298.00	\$338.00
Rebate (Refund) for 80-litre waste bin	-\$60.00	-\$60.00
Surcharge for 240-litre waste bin	\$154.00	\$188.00

## Strategic Direction 4: We are growing and keeping our character

### Amenity

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
<b>City Permits - Local Law permit fees: Including community amenity, itinerant trading and occupying the road for works</b>		
Work Zone - application fee	\$107.00	\$109.40
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)	\$1,355.00	\$1,385.50
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)	\$2,710.00	\$2,771.00
Works zone permit for nine months: 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)	\$4,068.00	\$4,156.50
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)	\$5,425.00	\$5,542.00
Work Zone permit extensions: An extension to the permit allowing parking in front of construction site for workers' private vehicles.	\$865.10	\$884.60
Work Zone permit (additional parking bays, in excess of four) Additional parking bays for workers' private vehicles in front of a construction site.	\$270.00	\$276.00
Work Zone Signage installations and removal	\$405.00	\$414.10
Advertising Signs (Real Estate Agents) application fee Application fee for the permit to allow small Auctions signs to be placed in residential streets at the time of auctions or open for inspections only.	\$107.00	\$109.40
Advertising Signs (Real Estate Agents) permit fee Annual permit for small Auctions signs to be placed in residential streets at the time of auctions or open for inspections only.	\$700.00	\$715.75
Charity Bins application fee for permit to place a charity clothing bin on council land	\$155.00	\$158.50
Charity Bins permit fee to place a charity clothing bin on council land	\$100.00	\$102.25
Charity Bins Permit Renewal Fee	\$107.00	\$109.40
Commercial Waste Bins - 120 litre bin	\$69.00	\$70.55

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Commercial Waste Bins - 240 litre bin	\$99.50	\$101.75
Commercial Waste Bins - up to 1200 litres	\$397.50	\$406.45
Commercial Waste Bins application fee to apply for permit to store waste bins for commercial premises on Council land e.g. for cafes (not skip bins)	\$107.00	\$109.40
Commercial Waste Bins permit fee. Permit fee to store waste bins for commercial premises on council land e.g. for cafes (not skip bins)	\$107.00	\$109.40
Non-motorised trading permit fee (including pedicabs & horse drawn carts)	\$2,490.00	\$2,546.00
Out of Hours Permit - application fee for development work undertaken outside approved hours under the Local Law: 7am-6pm Monday to Friday, 9am-3pm Saturday. No works on Sunday or public holidays	\$107.00	\$109.40
Out of Hours Permit - permit fee per day for development work undertaken outside approved hours under the Local Law: 7am-6pm Monday to Friday, 9am-3pm Saturday. No works on Sunday or public holidays	\$390.00	\$399.00
Road Opening Permit - application fee for private contractors to excavate Council land for the purposes of water, electricity, telecommunications etc.	\$107.00	\$109.40
Road Opening Permit - permit fee for private contractors to excavate Council land for the purposes of water, electricity, telecommunications etc.	\$118.00	\$120.70
Vehicle Crossing Permanent - application fee for permit to construct or repair a private driveway.	\$250.00	\$255.65
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).	\$175.00	\$179.00
Vehicle Crossing Temporary - application fee for permit to construct or repair a private driveway.	\$155.00	\$158.50
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).	\$175.00	\$179.00
Street Occupation Permit - application fee to apply for a permit to occupy Council land for works or storage of associated building materials.	\$107.00	\$109.40
Street Occupation Permit - permit fee to occupy Council land for works or storage of associated building materials.	\$129.00	\$131.90
Street occupation without gantry per square metre per day	\$2.50	\$2.55

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Street occupation without gantry per square metre per week	\$17.50	\$17.85
Street occupation rental fees with gantry per square metre per day	\$1.50	\$1.55
Street occupation rental fees with gantry per square metre per week	\$10.50	\$10.85
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.	\$107.00	\$109.40
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.	\$134.50	\$137.55
Road Closure Permit - fee per day for other closures	\$224.00	\$229.05
Road Closure Permit - If metered / restricted parking - per bay/ per day	\$20.00	\$20.45
Skip Bin Permit - application fee to apply for a permit to store a refuse/skip bin on Council land.	\$28.00	\$28.65
Skip Bin Permit – fee per day for permit to store a refuse/skip bin on Council land.	\$19.50	\$19.95
Skip Bin Permit – fee per week to store a refuse/skip bin on Council land.	\$136.50	\$139.60
Asset Protection Permit - fee for Re-blocking or underpinning.	\$235.00	\$240.30
Asset Protection Permit - fee for Demolition (does not include any building works)	\$235.00	\$240.30
Asset Protection Permit - fee for Building works between \$5,000 and \$20,000	\$235.00	\$336.40
Asset Protection Permit - fee for Building works over \$20,000 other than those types listed below:	\$329.00	\$336.40
Asset Protection Permit - fee for Single dwelling construction	\$824.00	\$842.55
Asset Protection Permit - fee for Unit development - up to 4 units	\$989.00	\$1,011.25
Asset Protection Permit - fee for Unit development - more than 4 units and up to 8 units	\$2,188.00	\$2,237.25
Asset Protection Permit - fee for Multi-storey development more than 2 and up to 5 storeys	\$2,188.00	\$2,237.25
Asset Protection Permit - fee for Multi-storey development more than 5 storeys	\$3,296.00	\$3,370.20
<b>Significant Trees</b>		
Significant Trees - application fee to prune a significant tree on private land.	\$69.00	\$70.55
Significant Tree - application fee for removal, per significant tree on private land.	\$175.00	\$180.00
Significant Trees - permit fee to prune a significant tree on private land.	\$69.00	\$70.55

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>Work within the Road Reserve Consent</b>		
Municipal road or non-arterial State road where maximum speed limit at any time is not more than 50kph:		
Code 0	\$339.50	\$339.50
Code 1	\$85.30	\$85.30
Municipal road or non-arterial State road where maximum speed limit at any time is more than 50kph:		
Code 2	\$622.80	\$622.80
Code 3	\$339.60	\$339.60

### City Planning and urban design

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>Planning Scheme Amendment Fees</b>		
Stage 1 -		
a) considering a request to amend a planning scheme; and		
b) taking action required by Division 1 of Part 3 of the Act; and	\$3,050.90	\$3,050.90
c) considering any submissions which do not seek a change to the amendment; and		
d) if applicable, abandoning the amendment		
Stage 2 - Up to and including 10 submissions which seek a change to an amendment		
e) considering submissions and, where necessary, referring the submissions to a panel; and		
f) providing assistance to a panel in accordance with section 158 of the Act; and		
g) making a submission to the panel in accordance with section 24(b) of the Act; and	\$15,121.00	\$15,121.00
h) considering the report of the panel in accordance with section 27 of the Act; and		
i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)		
Stage 2 - 11 to (and including) 20 submissions which seek a change to an amendment:		
e) considering submissions and, where necessary, referring the submissions to a panel; and	\$30,212.40	\$30,212.40
f) providing assistance to a panel in accordance with section 158 of the Act; and		

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)		
Stage 2 - Submissions that exceed 20 submissions which seek a change to an amendment: e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)	\$40,386.90	\$40,386.90
Stage 3 - a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	\$481.30	\$481.30
<b>Development approvals and compliance</b>		
Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
<b>Building control fees</b>		
New Fee - Advertising - Report and Consent	\$66.00	\$67.50
New Fee - Application fee to retain works constructed without a building permit- minimum fee depending on complexity but generally in line with standard building permit fees as a guide.	\$616.00	\$629.90
New Fee - Building Audit/inspection fee	\$180.00	\$184.05
Legal Point of Discharge - for Stormwater and provide information for the Building Surveyor	\$144.70	\$144.70
Property enquiry - R51(3) (previously Form 326/3) - to obtain inspecting approval dates ordinarily sought by an owner or mortgagee	\$47.20	\$47.20

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Property enquiry R51(1) (previously Form 2.10, 326/1) - to obtain property information relating to building permits and notices & orders outstanding ordinarily sought by solicitors	\$47.20	\$47.20
Property enquiry R51(1) (previously Form 2.10, 326/1) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	\$47.20	\$47.20
Flood level certificate R51(2) (previously Form 326/2) - to obtain property information relating to flooding	\$47.20	\$47.20
Flood level certificate R51(2) (previously Form 326/2) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	\$47.20	\$47.20
Lodgement fee from Private Building Surveyors - commercial - associated with lodgement of building permit for commercial properties ordinarily lodged by the private building surveyor.	\$121.90	\$121.90
Lodgement fee from Private Building Surveyors - residential - associated with lodgement of building permit for commercial properties ordinarily lodged by the private building surveyor.	\$121.90	\$121.90
Government building levy (Calculated as percent of value of work). Fee associated with building permits and paid to the Victorian Building Authority as a levy.	0.128 % and 0.034 %	0.128 % and 0.034 %
Report and Consent Fee - Rescode - associated with siting non-compliance in relation to building permits.	\$290.40	\$290.40
Report and Consent Fee - Hoarding - associated with precautions over the street alignment in relation to permits (hoarding, scaffold etc.)	\$294.70	\$294.70
Report ONLY - Rescode and Hoarding - associated with precautions over the street alignment in relation to permits (hoarding, scaffold etc.)	\$540.00	\$552.15
POPE - Place of public entertainment - Small (up to 2,000 people) Applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$800.00	\$818.00
POPE - Place of public entertainment - Medium (2,001- 5,000 people) Applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$1,470.00	\$1,503.10
POPE - Place of public entertainment - Large (5,001 plus people) Applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$2,210.00	\$2,259.80
Siting Approval - 1 Structure - Applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$369.00	\$377.30
Siting Approval - Between 2 and 5 Structures - Applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$578.00	\$591.00

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Siting Approval - Greater than 5 Structures - Applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$1,055.00	\$1,078.80
Fire Safety Determination - Small Building - associated with inspection of smaller buildings to provide assessment of fire safety	\$583.00	\$596.10
Fire Safety Determination - Medium Building - associated with inspection of medium buildings to provide assessment of fire safety	\$1,745.00	\$1,784.30
Fire Safety Determination - Large Building - associated with inspection of large buildings to provide assessment of fire safety	\$2,910.00	\$2,975.50
<b>Building permits (internal)</b>		
Alterations and additions to a dwelling <\$100,000	\$1,430.00	\$1,462.20
Alterations and additions to a dwelling \$100,000-\$200,000	\$1,668.00	\$1,705.55
Alterations and additions to a dwelling \$200,001-\$300,000	\$1,990.00	\$2,034.80
Alterations and additions to a dwelling >\$300,000	\$2,383.50	\$2,437.15
Amendment to building permits issued	\$557.00	\$569.55
Carports/garages <\$20,000	\$955.00	\$976.50
Carports/garages >\$20,000	\$1,193.00	\$1,219.90
Demolish attached dwelling	\$1,433.00	\$1,465.25
Demolish detached dwelling	\$1,190.00	\$1,216.80
Demolish outbuildings	\$718.00	\$734.20
Extension of time - Class 1 or 10	\$330.00	\$337.50
Extension of time - Class 2 to 9	\$476.00	\$486.70
Extension of time to building permits issued	\$557.00	\$569.55
Fences	\$715.00	\$731.00
Internal alterations to class 2 apartments	\$1,194.00	\$1,221.00
Lapsed Permit Renewal (Class 1 or 10)	\$662.00	\$676.90
Lapsed Permit Renewal (Class 2 to 9) Minimum Fee	\$827.00	\$845.60



<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Multiple dwellings (2)	\$4,769.00	\$4,876.30
Multiple dwellings (3)	\$5,562.00	\$5,687.15
Multiple dwellings (4)	\$6,357.00	\$6,500.00
New dwellings <\$250,000	\$2,545.00	\$2,602.30
New dwellings \$250,000-\$500,000	\$3,020.00	\$3,088.00
New dwellings >\$500,000	\$3,496.00	\$3,574.70
Shop fit outs <\$100,000	\$1,272.00	\$1,300.65
Shop fit outs \$100,000-\$200,000	\$1,510.00	\$1,787.35
Shop fit outs >\$200,000	\$1,748.00	\$1,544.00
Swimming pools (includes barrier to AS 1926)	\$1,962.00	\$2,006.15
<b>Swimming Pool Administration and Enforcement Fees</b>		
Swimming Pool registration fee	\$31.90	\$31.90
Lodgement Fee- Certificate of Pool Compliance	\$20.50	\$20.50
Lodgement Fee- Certificate of Pool Non-Compliance	\$385.10	\$385.10
Penalty Infringement Fee (Non-Compliance)	\$330.40	\$330.40
<b>Class 2, 3, 4, 5, 6, 7 &amp; 9 Alterations, additions and new buildings.</b>		
Up to \$40,000	\$868.00	\$887.55
\$40,000 to \$100,000 (value of work)	\$ value x (1.749%)	\$ value x (1.749%)
\$100,001 to \$500,000 (value of work)	\$ value x (1.523%)	\$ value x (1.523%)
\$500,001 to \$2 million (value of work)	\$ value x (0.617%)	\$ value x (0.617%)
> \$2 million to \$10 million (value of work)	\$ value x (0.328%)	\$ value x (0.328%)
> \$10 million to \$20 million (value of work)	\$ value x (0.219%)	\$ value x (0.219%)

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
> \$20 million to \$30 million (value of work)	\$ value x (0.215%)	\$ value x (0.215%)
> \$30 million to \$40 million (value of work)	\$ value x (0.1965%)	\$ value x (0.1965%)
> \$40 million to \$50 million (value of work)	\$ value x (0.1919%)	\$ value x (0.1919%)
> \$50 million (value of work)	\$ value x (0.1872%)	\$ value x (0.1872%)
<b>Statutory Planning and Business Support</b>		
Install solar panels for Residents and Industry	\$0.00	\$0.00
Class 1 - Use Only (includes Liquor Licence & Car Park Waiver) - to apply for a planning permit to change the use of the land only	\$1,318.10	\$1,318.10
<b>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):</b>		
Class 2 - Up to \$10,000.	\$199.90	\$199.90
Class 3 - more than \$10,001 less than \$100,000	\$629.40	\$629.40
Class 4 - more than \$100,001 less than \$500,000	\$1,288.50	\$1,288.50
Class 5 - more than \$500,001 to \$1,000,000	\$1,392.10	\$1,392.10
Class 6 - more than \$1,000,001 less than \$2,000,000 (more than \$2,000,000 see Class 13 to 16 fees apply)	\$1,495.80	\$1,495.80
<b>VicSmart Application</b>		
Class 7 - Up to \$10,000.	\$199.90	\$199.90
Class 8 - More than \$10,000	\$429.50	\$429.50
Class 9 - Amendments to a class 9 permit to subdivide or consolidate land	\$199.90	\$199.90
Class 10 - Amendments to a class 10 permit: VicSmart application (other than a class 7, class 8 or class 9 permit)	\$199.90	\$199.90
<b>Development (including single dwellings &gt; more than \$2,000,000</b>		

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
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)	\$1,147.80	\$1,147.80
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)	\$1,547.60	\$1,547.60
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.	\$3,413.70	\$3,413.70
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)	\$8,700.90	\$8,700.90
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)	\$25,658.30	\$25,658.30
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)	\$57,670.10	\$57,670.10
<b>Subdivision</b>		
Class 17 - Subdivide an existing building (other than a class 9 permit)	\$1,318.10	\$1,318.10
Class 18 - Two lot subdivision (other than a class 9 or class 16 permit)	\$1,318.10	\$1,318.10
Class 19 - Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$1,318.10	\$1,318.10
Class 20 - Subdivide land (other than a class 9, class 16, class 17 or class 18 permit) per 100 lots	\$1,318.10	\$1,318.10
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	\$1,318.10	\$1,318.10
- 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.		
Class 22 - A Permit not otherwise provided for in the Regulations	\$1,318.10	\$1,318.10
<b>Subdivision Certification</b>		
Certification - Endorsement of Plans of Subdivision	\$174.80	\$174.80
Alteration of a plan under Section 10(2) of the Subdivision Act	\$111.10	\$111.10
Amendment of certified plan	\$140.70	\$140.70

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
<b>Other Statutory Planning Fees</b>		
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.	40% of Application Fee	40% of Application Fee
S57A (b) Amend a Sec.72 application after notice has been given (section 57A(3)(a)) is 40 per cent of the application fee for that class of permit set out in the Table at Regulation 11 and any additional fee under (c) below.	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.	Difference between original fee and new class \$.	Difference between original fee and new class \$.
Certificate of Compliance	\$325.80	\$325.80
Where the Planning Scheme specifies that a matter must be done to the satisfaction of the responsible authority (including car parking consent)	\$325.80	\$325.80
For an agreement, or to amend or end an agreement, under section 173 of the Act	\$659.00	\$659.00
<b>Class - Statutory Planning Fees - Amendments to permits S.72 Regulation 11</b>		
Class 1 - Amendments to a permit to change the use allowed by the permit or allow a new use.	\$1,318.10	\$1,318.10
Class 2 - Amendments to a 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) to change the statement (preamble) of what the permit or to change any or all of the conditions which apply to the permit.	\$1,318.10	\$1,318.10
<b>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)</b>		
Class 3 - Up to \$10,000	\$199.90	\$199.90
Class 4 - \$10,001 to \$100,000	\$629.40	\$629.40
Class 5 - \$100,001 to \$500,000	\$1,288.50	\$1,288.50
Class 6 - \$500,001 or more	\$1,329.10	\$1,329.10

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>VicSmart Application</b>		
Class 7 - Up to \$10,000	\$199.90	\$199.90
Class 8 - \$10,001 or more	\$429.40	\$429.40
Class 9 - Amendments to a class 9 permit: to subdivide or consolidate land	\$199.90	\$199.90
Class 10 - Amendment to a class 10 permit: VicSmart application (other than a class 7, class 8 or class 9 permit)	\$199.90	\$199.90
<b>Development (including single dwellings &gt; 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:</b>		
Class 11 – Up to \$100,000	\$1,147.80	\$1,147.80
Class 12 - \$100,001 to \$1,000,000	\$1,547.60	\$1,547.60
Class 13 - More than \$1,000,001	\$3,413.70	\$3,413.70
<b>Subdivision</b>		
Amendments to class 17 permit: to subdivide an existing building (other than a class 9 permit)	\$1,318.10	\$1,318.10
Amendments to class 18 permit: to subdivide land into two lots (other than a class 9 or class 16 permit)	\$1,318.10	\$1,318.10
Amendments to class 19 permit: realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	\$1,318.10	\$1,318.10
Amendments to a class 20: subdivide land (other than a class 9, class 16, class 17 or class 18 permit) per 100 lots.	\$1,318.10	\$1,318.10
Amendment to class 21 permit: amendment to an application to - 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.	\$1,318.10	\$1,318.10
Amendments to a class 22 permit an application for a permit not otherwise provided for in the Regulations.	\$1,318.10	\$1,318.10
<b>Port Phillip Planning &amp; Administration fees</b>		
<b>Secondary consent - Fee for amending Endorsed Plans:</b>		

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. 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 <b>Amendment is \$10,000 or Less</b>	\$140.00	\$143.20
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 <b>Amendment is more than \$10,000 but not more than \$100,00</b>	\$140.00	\$314.70
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 <b>Amendment is more than \$100,000 but not more than \$500,00</b>	\$140.00	\$644.25
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 <b>Amendment is more than \$500,000</b>	\$140.00	\$696.05
Secondary Consent - Amendment to a Permit that is the subject of a VicSmart Application where the cost of any additional development permitted by the <b>Amendment is \$10,000 or Less</b>	\$140.00	\$140.00
Secondary Consent - Amendment to a Permit that is the subject of a VicSmart Application where the cost of any additional development permitted by the <b>Amendment is more than \$10,000</b>	\$140.00	\$214.75
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 <b>Amendment is \$100,000 or less</b>	\$140.00	\$573.90
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 <b>Amendment is more than \$100,000 but not more than \$1,000,000</b>	\$140.00	\$773.80
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 <b>Amendment is more than \$1,000,000 but not more than \$5,000,000</b>	\$140.00	\$1,708.85
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 <b>Amendment is more than \$5,000,000</b>	\$140.00	\$4,350.45
Subdivide an existing building (other than a class 9 permit) 21 \$1,318.10 22 A permit not otherwise provided for in the regulations	\$140.00	\$659.05
Two lot subdivision (other than a class 9 permit or class 16 permit)	\$140.00	\$659.05
Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$140.00	\$659.05

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Subdivide land (other than a class 9, class 16, class 17 permit or class 18 permit)	\$140.00	\$659.05 per 100 Lots
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	\$140.00	\$659.05
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.		
Secondary Consent of a Class 22 Permit A permit not otherwise provided for in the regulations	\$140.00	\$659.05
Request under section 29A of the Building Act 1993 for report and consent on proposed demolition.	\$85.20	\$85.20
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.	\$132.50	\$135.50
Car Parking Consent - for determining satisfactory car parking where no Planning Permit is required.	\$140.00	\$143.20
Advertising - Board per advertising sign when planning permit applications are required to be advertised	\$82.00	\$83.80
Advertising - Letter - per letter when planning permit applications are required to be advertised	\$11.90	\$11.90
Planning Confirmation - for response to requests for Planning information	\$187.55	\$191.80
Copy of Planning Register - for a copy of planning register	\$81.95	\$83.80
<b>Extension of time</b>		
The owner or occupier may request an extension of time in the following circumstances:	No Comparable data available since a new fee structure has been introduced for 2020-21	The Greater of: 50% of the current application fee based on the Class of Application (Regulation 9) or \$633.00
<ul style="list-style-type: none"> <li>before the permit expires or within six months afterwards, where the use or development allowed by the permit has not yet started;</li> <li>• within 12 months after the permit expiry date, where the development allowed by the permit has lawfully started before the permit expired.</li> </ul>		
<b>Planning file search</b>		
Residential lodged during or prior to 2010	\$112.00	\$114.50

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Residential lodged from 2010 onwards	\$60.00	\$61.40
Residential Property Information Request	\$112.00	\$114.50
Commercial Applications - Lodged prior to 2010	\$341.00	\$348.70
Commercial Applications - Lodged from 2010 onwards	\$108.00	\$110.40
<b>Scanning / photocopying fee - per sheet / page</b>		
A4	\$1.40	\$1.45
A3	\$2.30	\$2.35
A2	\$5.10	\$5.25
A1 & AO	\$8.00	\$8.20

### Health services

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>Food Act – New Food Premises Application Fees</b>		
Class 1 & 2 - Regular Premises - New Application Fee	\$250.00	\$250.00
Class 3 - Regular Premises - New Application Fee	\$165.00	\$165.00
Class 2 & 3 - Home Business - New Application Fee	\$165.00	\$165.00
<b>Food Act – Initial and Annual Renewal of Registration Fees</b>		
<i>Initial registration fees decrease on a pro-rata basis by ¼ every 3 months</i>		
Class 1 - Small (1 staff member) e.g. child care	\$340.00	\$345.00
Class 1 - Medium (2+ staff) e.g. Aged / Residential Care	\$465.00	\$475.00
Class 2 - Regular Premises - Small	\$340.00	\$345.00
Class 2 - Regular Premises - Medium	\$620.00	\$630.00
Class 2 - Regular Premises - Large	\$870.00	\$885.00
Class 2 - Supermarket - Small	\$620.00	\$630.00



<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Class 2 - Supermarket - Medium	\$870.00	\$885.00
Class 2 - Supermarket - Large	\$1307.00	\$1335.00
Class 2 - Community Groups & Clubs - Small	\$77.00	\$78.00
Class 2 - Community Groups & Clubs - Medium	\$154.00	\$157.00
Class 2 - Community Groups & Clubs - Large	\$620.00	\$630.00
Class 3 - Regular Premises - Small	\$205.00	\$208.00
Class 3 - Regular Premises - Medium	\$340.00	\$345.00
Class 3 - Regular Premises - Large	\$465.00	\$475.00
Class 3 - Community Groups & Clubs - Small	\$67.00	\$68.00
Class 3 - Community Groups & Clubs - Medium	\$130.00	\$132.00
Class 3 - Community Groups & Clubs - Large	\$340.00	\$345.00
Class 1, 2 & 3 - Registered Charities	\$0.00	\$0.00
<b>Food Act – Initial and Annual Renewal of Registration Fees – Temporary &amp; Mobile Premises</b>		
Class 2 - Commercial Temporary Premises - up to 3 months	\$115.00	\$117.00
Class 2 - Commercial Temporary Premises - 3 to 6 months	\$230.00	\$235.00
Class 2 - Commercial Temporary Premises - 6 to 12 months	\$460.00	\$470.00
Class 3 - Commercial Temporary Premises - up to 3 months	\$85.00	\$86.00
Class 3 - Commercial Temporary Premises - 3 to 6 months	\$170.00	\$173.00
Class 3 - Commercial Temporary Premises - 6 to 12 months	\$340.00	\$345.00
Class 2 - Commercial Mobile or Temporary Premises – single event or maximum 2 consecutive days	\$77.00	\$78.00
Class 3 - Commercial Mobile or Temporary Premises – single event or maximum 2 consecutive days	\$67.00	\$68.00
Class 2 - Mobile or Temporary Premises Community groups, sporting clubs or other not for profit – operating occasionally, seasonally or up to 12 months	\$75.00	\$76.00
Class 3 - Mobile or Temporary Premises Community groups, sporting clubs or other not for profit – operating occasionally, seasonally or up to 12 months	\$65.00	\$66.00

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Class 2 - Mobile or Temporary Premises associated with a permanent fixed premises	\$160.00	\$163.00
Class 3 - Mobile or Temporary Premises associated with a permanent fixed premises	\$130.00	\$132.00
<b>Food Act – Transfer of Registration, Inspection Report &amp; Late Fees</b>		
Class 1 & 3 - Transfer of Registration	\$160.00	\$167.00
Class 2 - Transfer of Registration	\$240.00	\$245.00
Class 1 & 3 - Transfer Inspection Report	\$160.00	\$167.00
Class 2 - Transfer Inspection Report	\$240.00	\$245.00
Class 1 - Renewal of Registration Late Fee	\$77.00	\$78.00
Class 2 - Renewal of Registration Late Fee	\$128.00	\$130.00
<b>Public Health &amp; Wellbeing Act – Personal Care &amp; Body Art (PCBA) Premises Fees</b>		
<i>Hairdresser &amp; low-risk beauty parlour fee is full amount and is a one-off single 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 ¼ every 3 months.</i>		
New PCBA Application Fee	-	\$100.00
Initial Registration and Renewal of Registration Fee	\$205.00	\$208.00
Renewal of Registration Late Fee	\$77.00	\$78.00
Transfer of Registration Fees	\$128.00	\$130.00
Transfer Inspection Report fees	\$205.00	\$208.00
<b>Public Health &amp; Wellbeing Act - Prescribed Accommodation - Residential Accommodation / Rooming House / Youth Hostel / Student Dormitory / Hotel / Motel - Initial and Annual Renewal of Registration Fees</b>		
Property with 1 - 10 residents	\$266.00	\$270.00
Property with 11 - 20 residents	\$417.00	\$425.00
Property with 21 - 40 residents	\$621.00	\$630.00
Property with 41 - 60 residents	\$1,016.00	\$1035.00
Property with 61 - 80 residents	\$1,694.00	\$1730.00
Property with 81+ residents	\$2,093.00	\$2135.00

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>Public Health &amp; Wellbeing Act – Prescribed Accommodation – Application, Transfer of Registration, Inspection Report &amp; Registration Late Fees</b>		
New Prescribed Accommodation Application Fee	\$0.00	\$150.00
Transfer of Registration - Property with 1-20 residents	\$154.00	\$157.00
Transfer of Registration - Property with 21-60 residents	\$266.00	\$270.00
Transfer of Registration - Property with 61+ residents	\$400.00	\$408.00
Transfer Inspection Report - Property with 1-20 residents	\$205.00	\$208.00
Transfer Inspection Report - Property with 21-60 residents	\$307.00	\$313.00
Transfer Inspection Report - Property with 61+ residents	\$410.00	\$418.00
Renewal of Registration Late Fee	\$77.00	\$78.00
<b>Public Health &amp; Wellbeing Act – Aquatic Facilities – Initial and Annual Renewal of Registration Fees</b>		
Public Swimming Pool (1 pool)	\$0.00	\$280.00
Public Swimming Pool (2-4 pools)	\$0.00	\$380.00
Public Swimming Pool (4+ pools)	\$0.00	\$480.00
<b>Food Act and Public Health &amp; Wellbeing Act – Infringements</b>		
Statutory Penalty Unit	\$165.00	\$165.00

### **Local laws and animal management**

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>Local Laws</b>		
Local Laws reclaim fee		
Reclaim fee - impounded goods, for any goods, materials impounded by council that are released to the owner e.g. shopping trolleys	\$158.00	\$158.00
<b>Local law Permit Fees</b>		
General Local Laws Permit Fee	\$250.00	\$255.65

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>Local law infringements</b>		
Local Law No.1 (Infringements Act 2006) per penalty unit	\$100.00	\$100.00
Penalty Reminder Notice	\$25.80	\$25.80
<b>Animal Management</b>		
Domestic Animal Business registration fee	\$276.00	\$276.00
<b>Animal Management Infringements (Domestic Animal Act 1994)</b>		
Statutory Penalty Unit	\$165.00	\$165.00
Penalty Reminder Notice	\$25.80	\$25.80
<b>Dog</b>		
Permit for multiple dogs per residence (one off payment)	\$70.00	\$70.00
Restricted breed dog - includes any declared, menacing, dangerous dogs	\$268.00	\$268.00
Minimum fee non- pensioner	\$70.00	\$70.00
Maximum fee non- pensioner	\$210.00	\$210.00
Minimum fee pensioner	\$32.00	\$32.00
Maximum fee pensioner	\$96.00	\$96.00
Reclaim impounding fees	\$170.00	\$170.00
Rebate for Assist Dogs (on production of required documentation)	-\$69.00	-\$69.00
<b>Cat</b>		
Minimum fee non- pensioner	\$37.00	\$37.00
Maximum fee non- pensioner	\$106.00	\$106.00
Minimum fee pensioner	\$16.50	\$16.50
Maximum fee pensioner	\$51.00	\$51.00
Reclaim impounding fees	\$88.00	\$88.00
Deposit cat trap (Refundable)	\$100.00	\$100.00

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Cat trap fee per week	\$10.50	\$10.50

## Public Space

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>Events admin</b>		
Event and promotion application fee	\$90.00	\$100.00
Event variations and late information (\$300-\$6,500)	(\$300- \$6,500)	(\$300- \$6,500)
Parking on Reserve fee (per car)	\$100.00	\$102.00
Traffic management costs (per hour)	\$116.00	\$118.00
Winter events 50% of full fee	50% of full fee	50% of full fee
<b>Weddings &amp; minor events</b>		
Event Minor non-wedding (2-hour permit)	\$200.00	\$204.00
Wedding heritage gardens (2-hour permit)	\$350.00	\$355.00
Wedding non-heritage gardens (2-hour permit)	\$200.00	\$204.00
Wedding photography only	\$100.00	\$102.00
<b>Promotions</b>		
Distributing Promotional Flyers - for City of Port Phillip businesses (full day/ eight hours)	\$105.00	\$107.00
Distributing Promotional Flyers - for City of Port Phillip businesses (per hour)	\$20.00	\$20.00
Product Promotions - per day fee for an eight-hour day	\$2,920.00	\$2,985.00
Product Promotions - per day fee for an eight-hour day package (Minimum three days)	\$2,425.00	\$2,475.00
Product Promotions - roving, no structures (per hour)	\$330.00	\$337.00
Product Promotions - with structures or vehicles (per hour) - Outside St Kilda Precinct	\$390.00	\$395.00

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
Product Promotions - with structures or vehicles (per hour) - St Kilda Precinct	\$505.00	\$515.00
<b>Commercial Event or Promotion - site fee per day</b>		
Bump in and bump out fee - weekdays per day	\$670.00	\$685.00
Bump in and bump out fee - weekends per day	\$820.00	\$838.00
Closure of Pier Road	\$1,480.00	\$2,000.00
Combined tourism event (St Kilda Town Hall and front lawn) - long stay	\$2,645.00	\$2,704.00
Combined tourism event (St Kilda Town Hall and front lawn) - bump in and bump out fee	\$737.00	\$750.00
High risk/high impact event	(\$7,200 - \$30,000)	(\$7,200 - \$30,000)
Intermediate events	\$675.00	\$690.00
Large events	\$2,645.00	\$2,704.00
Medium events	\$1,300.00	\$1,325.00
Refundable Noise Bond	(\$5,000-\$20,000)	(\$5,000-\$20,000)
Refundable Security Bond per site	(\$5,000 - \$50,000)	(\$5,000 - \$50,000)
Small events	\$300.00	\$305.00
<b>On-road events</b>		
Combination Events (Reserve and Road use); flat fee 0 – 2,000 registered participants inclusive	\$10,515.00	\$10,750.00
Combination Events (reserve and road use) for events with over 2000 registered participants, additional fee per registered participant 2,001+	\$5.20	\$5.30
On-Road Only (per participant) - minimum charge 2,000 participants	\$1.60	\$1.63
Busking Fee - 6 months 9am - 9pm	\$55.00	\$0.00
Street Stall Permit/Collection	\$65.00	\$66.00
Temporary signage fee - up to 14 days only	\$150.00	\$153.00
<b>Markets</b>		
Outdoor Markets (per session)	\$650.00	\$664.00

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
<b>Parks Services</b>		
Amenity valuation cost recovery for approved public tree removal and replacement	Full cost recovery (upon request)	Full cost recovery (upon request)

## Strategic Direction 5: We thrive by harnessing our creativity

### Arts, culture and heritage

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
Curatorial Services (heritage image reproduction service - digital image delivery by email or CD)	\$37.50	\$38.00
Gallery hire fee for exhibitions - room 1 (four-week hire)	\$950.00	\$970.00
Gallery hire fee for exhibitions - rooms 1, 2 & 3 groups (four-week hire)	\$2,000.00	\$2,000.00
Gallery hire fee for exhibitions - rooms 1, 2 & 3 individuals (four-week hire)	\$1,400.00	\$1,400.00
Gallery hire fee for exhibitions - rooms 2 & 3 (four-week hire)	\$1,075.00	\$1,100.00
Hire of Shakespeare Grove Artist studios (standard size studio) (per month)	\$195.80	\$200.00
<b>Filming permits</b>		
Filming Permits (motion pictures & related photography (community / cultural benefit))	\$190.00	\$195.00
Filming Permits (motion pictures & related photography (first day))	\$930.00	\$950.00
Filming Permits (motion pictures & related photography (second day))	\$565.00	\$578.00
Filming Permits (motion pictures & related photography (third and subsequent days))	\$190.00	\$195.00
Filming Permits (motion pictures, half day)	\$565.00	\$578.00
Filming Permits (service fee - low budget)	\$50.00	\$51.00
Filming Permits (service fee - no budget)	\$20.00	\$20.00
<b>Photography permits</b>		
Photography Permit (commercial stills photography (first day))	\$430.00	\$440.00
Photography Permit (commercial stills photography second & subsequent days)	\$190.00	\$195.00
<b>Access Arts</b>		
Community based statutory fee - social and recreational activity (per hour)	\$26.96	\$26.96



## Economic development and tourism

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
<b>Extended Trading – Outdoor Seating</b>		
Extended Trading application fee	\$69.70	\$69.70
Extension of current situation \$10m2 Min of \$200	\$228.60	\$228.60
Marque enclosing outdoor seating \$15m2 Min of \$200	\$228.60	\$228.60
<b>City Permits – footpath trading</b>		
<b>Council endorsed new footpath trading fee policy as at 15 May 2019</b>		
<b>Occupancy permits- Tables - to place a table on the footpath (annual cost per item)</b>		
Acland St- Primary	\$97.20	\$97.20
Acland St - Secondary	\$61.00	\$61.00
Armstrong Street - Primary	\$53.20	\$50.40
Barkly St - Primary	\$61.60	\$58.80
Barkly St - Secondary	\$50.40	\$47.60
Bay St Primary	\$61.60	\$56.00
Bay St - Secondary	\$44.80	\$42.00
Bridport St - Primary	\$89.60	\$84.00
Bridport St - Secondary	\$56.00	\$50.40
Carlisle St - Primary	\$75.60	\$67.20
Carlisle St - Secondary	\$50.40	\$47.60
Clarendon St - Primary	\$67.20	\$61.60
Clarendon St - Secondary	\$53.20	\$50.40
Coventry St - Primary	\$61.60	\$56.00
Fitzroy St - Primary	\$33.60	\$33.60
Fitzroy St - Secondary	\$47.60	\$33.60
Glen Eira Rd - Primary	\$44.80	\$44.80

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Glenhuntly Rd - Primary	\$53.20	\$47.60
Ormond Rd - Primary	\$67.20	\$61.60
Tennyson St - Primary	\$42.00	\$42.00
Victoria Ave - Primary	\$39.20	\$39.20
All other areas - Tertiary	\$33.60	\$33.60
<b>Footpath occupancy permits- Chairs - to place a chair on the footpath (annual cost per item)</b>		
Acland St- Primary	\$149.30	\$149.30
Acland St - Secondary	\$93.60	\$93.60
Armstrong Street - Primary	\$81.70	\$77.40
Barkly St - Primary	\$94.60	\$90.30
Barkly St - Secondary	\$77.40	\$73.10
Bay St Primary	\$94.60	\$86.00
Bay St - Secondary	\$68.80	\$64.50
Bridport St - Primary	\$137.60	\$129.00
Bridport St - Secondary	\$86.00	\$77.40
Carlisle St - Primary	\$116.10	\$103.20
Carlisle St - Secondary	\$77.40	\$73.10
Clarendon St - Primary	\$103.20	\$94.60
Clarendon St - Secondary	\$81.70	\$77.40
Coventry St - Primary	\$94.60	\$86.00
Fitzroy St - Primary	\$51.60	\$51.60
Fitzroy St - Secondary	\$73.10	\$51.60
Glen Eira Rd - Primary	\$68.80	\$68.80
Glenhuntly Rd - Primary	\$81.70	\$73.10
Ormond Rd - Primary	\$103.20	\$94.60

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Tennyson St - Primary	\$64.50	\$64.50
Victoria Ave - Primary	\$60.20	\$60.20
All other areas - Tertiary	\$51.60	\$51.60
<b>Footpath occupancy permits- Glass Screens - to place a table on the footpath within a glass screen on the footpath (annual cost per item)</b>		
Acland St- Primary	\$136.90	\$136.90
Acland St - Secondary	\$88.00	\$88.00
Armstrong Street - Primary	\$79.80	\$75.60
Barkly St - Primary	\$92.40	\$88.20
Barkly St - Secondary	\$75.60	\$71.40
Bay St Primary	\$92.40	\$84.00
Bay St - Secondary	\$67.20	\$63.00
Bridport St - Primary	\$134.40	\$126.00
Bridport St - Secondary	\$84.00	\$75.60
Carlisle St - Primary	\$113.40	\$100.80
Carlisle St - Secondary	\$76.60	\$71.40
Clarendon St - Primary	\$100.80	\$92.40
Clarendon St - Secondary	\$79.80	\$75.60
Coventry St - Primary	\$92.40	\$84.00
Fitzroy St - Primary	\$50.40	\$50.40
Fitzroy St - Secondary	\$71.40	\$50.40
Glen Eira Rd - Primary	\$67.20	\$67.20
Glenhuntly Rd - Primary	\$79.80	\$71.40
Ormond Rd - Primary	\$100.80	\$92.40
Tennyson St - Primary	\$63.00	\$63.00
Victoria Ave - Primary	\$58.80	\$58.80

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
All other areas - Tertiary	\$50.40	\$50.40
<b>Footpath occupancy permits- Glass Screens - to place a chair on the footpath (annual cost per item)</b>		
Acland St- Primary	\$213.70	\$213.70
Acland St - Secondary	\$135.10	\$135.10
Armstrong Street - Primary	\$122.55	\$116.10
Barkly St - Primary	\$141.90	\$135.45
Barkly St - Secondary	\$116.10	\$109.65
Bay St Primary	\$141.90	\$129.00
Bay St - Secondary	\$103.20	\$96.75
Bridport St - Primary	\$206.40	\$193.50
Bridport St - Secondary	\$129.00	\$116.10
Carlisle St - Primary	\$174.15	\$154.80
Carlisle St - Secondary	\$116.10	\$109.65
Clarendon St - Primary	\$154.80	\$141.90
Clarendon St - Secondary	\$122.55	\$116.10
Coventry St - Primary	\$141.90	\$129.00
Fitzroy St - Primary	\$77.40	\$77.40
Fitzroy St - Secondary	\$109.65	\$77.40
Glen Eira Rd - Primary	\$103.20	\$103.20
Glenhuntly Rd - Primary	\$122.55	\$109.65
Ormond Rd - Primary	\$154.80	\$141.90
Tennyson St - Primary	\$96.75	\$96.75
Victoria Ave - Primary	\$90.30	\$90.30
All other areas - Tertiary	\$77.40	\$77.40
<b>Footpath occupancy permits- various</b>		

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Advertising signs 1 per property only	\$329.45	\$329.45
Display of goods	\$394.00	\$394.00
Planters per premises with outdoor furniture	\$0.00	\$0.00
Removable screens, per premise with outdoor furniture.	\$200.35	\$200.35
Outdoor heaters	\$132.45	\$132.45
Renewal Administration Fee	\$70.00	\$70.00
Applications Fee for new, amendments and transfers	\$120.00	\$120.00
Application Fee for Glass Screen	\$250.00	\$250.00
Miscellaneous items including menu boards, newspaper stands	\$183.75	\$183.75
Delineation marker per marker installation (per marker)	\$42.45	\$42.45
<b>Temporary Permits</b>		
Temporary Application Fee	\$69.70	\$69.70
Temporary - Marketing & Promotion activity (daily charge) to a maximum of \$305	\$75.85	\$75.85
Advertising signs application fee	\$69.70	\$69.70
Advertising signs per day (with a maximum \$255)	\$41.00	\$41.00
<b>Mobile Food Vans</b>		
Mobile Food Vehicle/ Van Permit	\$2,280.00	\$2,280.00
Mobile Food Vehicle/ Van Application Fee	\$74.00	\$74.00
<b>Festivals</b>		
<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>St Kilda Festival</b>		
St Kilda Festival Road trading (non-alcohol per m <sup>2</sup> )	\$10.75	\$10.75
St Kilda Festival Road Trading (with alcohol per m <sup>2</sup> )	\$29.00	\$29.00

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
St Kilda Festival Itinerant Market Stall (high pedestrian zone)	\$355.00	\$355.00
St Kilda Festival Itinerant Market Stall (regular zone)	\$184.00	\$184.00
St Kilda Festival All Food Vending Areas (under 15 m <sup>2</sup> )	\$85.00	\$85.00
St Kilda Festival All Food Vending Areas (over 15 m <sup>2</sup> )	\$130.00	\$130.00
St Kilda Festival Permit Administration Fee	\$34.00	\$34.00
St Kilda Film Festival call for entry fee - early bird rate	\$32.00	\$33.00
St Kilda Film Festival call for entry fee - standard rate	\$45.00	\$46.00
St Kilda Festival call for entry fee	\$35.00	\$35.00
St Kilda Festival Carnival site fee	\$29,000.00	\$30,000.00
Cost Recovery (infrastructure and power hire)	Full Cost Recovery	Full Cost Recovery
Live N Local entry fee	\$35.00	\$35.00
<b>Esplanade Market</b>		
Esplanade Market (3 monthly permits) 2.4 metre size site (1 July - 30 September and 1 April -30 June)	\$652.40	\$652.40
Esplanade Market (3 monthly permits) 2.4 metre size site (1 October to 31 March)	\$719.20	\$735.40
Esplanade Market (6 monthly permits) 2.4 metre size site	\$1,191.80	\$1,191.80
Esplanade Market (12 monthly permits) 2.4 metre size site	\$2,219.20	\$2,219.20
Esplanade Market (casual permits) 2.4 metre size site (1 July - 30 September and 1 April - 30 June)	\$80.15	\$82.00
Esplanade Market (casual permits) 2.4 metre size site (1 October to 31 March)	\$89.40	\$91.45
Esplanade Market (3 monthly permits) 3.1 metre size site (1 July - 30 September and 1 April - 30 June)	\$717.10	\$717.10
Esplanade Market (3 monthly permits) 3.1 metre size site (1 October to 31 March)	\$791.10	\$808.90
Esplanade Market (6 monthly permits) 3.1 metre size site	\$1,309.95	\$1,309.95
Esplanade Market (12 monthly permits) 3.1 metre size site	\$2,442.10	\$2,442.10
Esplanade Market (casual permits) 3.1 metre size site (1 July - 30 September and 1 April - 30 June)	\$89.40	\$91.45
Esplanade Market (casual permits) 3.1 metre size site (1 October to 31 March)	\$98.50	\$100.75

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Administration fee - new stallholders	\$30.80	\$31.50
Late fee on invoice payment - permanent stallholders	\$30.80	\$31.50
Late fee on invoice payment - casual stallholders	\$10.25	\$10.50
Ready to eat food - Casual stalls 3.1 m site (1 July - 30 September and 1 April - 30 June)	\$177.75	\$181.75
New Fee - Paid Promotional Activity - Full Day	\$1,000.00	\$1,025.00
New Fee - Paid Promotional Activity - Half Day	\$500.00	\$512.00
Ready to eat food - Casual stalls 3.1 m site (31 October to 31 March)	\$196.20	\$200.65
Ready to eat food - Casual stalls oversize site (1 July - 30 September and 1 April - 30 June)	\$242.45	\$247.90
Ready to eat food - Casual stalls oversize site (1 October to 31 March)	\$268.15	\$274.20
Coffee Vendor 2.4 M - Quarterly Permits- for 3 months. (January-March, April-June, July-September, October-December)	\$976.00	\$998.00
Coffee Vendor 3.1 M - Quarterly Permits- for 3 months. (January-March, April-June, July-September, October-December)	\$1,004.80	\$1,027.40
Coffee Vendor - Casual Fee	\$121.20	\$123.95

## Libraries

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b>Libraries</b>		
Local History microfiche copies	\$0.20	\$0.20
Internet/PC copy charges	\$0.20	\$0.20
Black and white photocopy charges A4	\$0.20	\$0.20
Black and white photocopy charges A3	\$0.20	\$0.20
Colour copying charges	\$1.05	\$1.05
Inter Library Loans	\$2.10	\$28.50

## Strategic Direction 6: Our commitment to you

### Finance and Project Management

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
<b>Rates</b>		
Land Information Certificates	\$27.00	\$27.00
Urgent Land Information Certificates	\$97.40	\$97.40
<b>Financial Management</b>		
Dishonoured Cheques	\$46.20	\$46.20
Merchant Surcharge - American Express	0.65%	0.65%
Merchant Surcharge - EFTPOS and Debit cards	0.59%	0.59%
Merchant Surcharge - Visa/ Mastercard Credit cards	1.16%	1.16%
<b>Governance, risk and policy</b>		
<b>Freedom of Information</b>		
Freedom of Information requests (excluding photocopying charges)	\$29.60	\$29.60
Search Fees - charge rate is per hour	\$22.20	\$22.20
Photocopying A4 per copy black and white	\$0.20	\$0.20
Photocopying A4 per copy colour	\$1.00	\$1.00
Public Liability Fee	\$31.00	\$31.00
<b>Assets and property management</b>		
Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
Peppercorn rent	\$0.00	\$104.00
<b>Hall Hire - per day</b>		



<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b><i>St Kilda Town Hall - Auditorium -</i></b>		
St Kilda Town Hall - Auditorium - Full (Excluding kitchen) -Community (registered not for profit) Friday - Sunday	\$1699.30	\$1200.00
St Kilda Town Hall - Auditorium - Full (Excluding kitchen) -Community (registered not for profit) Monday - Thursday	\$920.00	\$920.00
St Kilda Town Hall - Auditorium - Full (Excluding kitchen) - Standard Hire Friday - Sunday	\$3500.00	\$3000.00
St Kilda Town Hall - Kitchen - Standard Hire	0.00	\$500.00
St Kilda Town Hall - Auditorium - Full (Excluding kitchen) - Standard Hire Monday - Thursday	\$1800.00	\$1800.00
St Kilda Town Hall - Auditorium - Community Hourly Rate - registered not for profit) Monday - Thursday	\$0.00	\$94.00
St Kilda Town Hall - Auditorium - Community Overtime Hourly Rate - (registered not for profit) Friday - Sunday	\$0.00	\$120.00
St Kilda Town Hall - Auditorium - Commercial Hourly Rate - Standard Hire Monday - Thursday	\$0.00	\$180.00
St Kilda Town Hall - Auditorium - Commercial Overtime Hourly Rate - Standard Hire Friday - Sunday	\$0.00	\$300.00
<b><i>Port Melbourne Town Hall - Auditorium - Full (including kitchen)</i></b>		
Community (registered not for profit) Monday - Thursday	\$597.00	\$597.00
Community (registered not for profit) Friday - Sunday	\$597.00	\$597.00
Standard Hire Monday - Thursday	\$945.00	\$945.00
Standard Hire Friday - Sunday	\$945.00	\$945.00
<b><i>South Melbourne Town Hall - Auditorium</i></b>		
Community (registered not for profit) daily rate	\$729.00	\$729.00
Community (registered not for profit) Weekly Rate (only applicable for hires for seven consecutive days or more)	\$4,374.00	\$4374.00
Standard Hire daily rate Monday to Thursday	\$1,436.00	\$1436.00
Standard Hire Friday - Sunday	\$1,918.00	\$1918.00
Standard Hire Weekly Rate (only applicable for hires for seven consecutive days or more)	\$8,616.00	\$8616.00
<b>Meeting rooms</b>		

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
<b><i>St Kilda Town hall - Nairm</i></b>		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$48.30	\$49.40
Standard Hire	\$97.60	\$99.80
<b><i>St Kilda Town hall - Gunuwarra</i></b>		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$48.30	\$49.40
Standard Hire	\$122.30	\$125.05
<b><i>St Kilda Town Hall - Wominjeka Reception</i></b>		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$48.30	\$49.40
Standard Hire	\$122.30	\$186.00
<b><i>St Kilda Town hall - Council Chamber</i></b>		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$88.40	\$90.40
Standard Hire	\$181.90	\$186.00
<b><i>St Kilda Town hall - St Kilda</i></b>		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$48.30	\$49.40
Standard Hire	\$97.60	\$99.80
<b><i>St Kilda Town hall - Ngargee</i></b>		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$48.30	\$49.40
Standard Hire	\$122.30	\$125.05
<b><i>St Kilda Town hall - Training</i></b>		

<b>Fee Description</b>	<b>2019/20 Fee (incl. GST if applicable)</b>	<b>2020/21 Fee (incl. GST if applicable)</b>
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$48.30	\$49.40
Standard Hire	\$122.30	\$120.05
<b><i>St Kilda Town hall - Port Melbourne room</i></b>		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$48.30	\$49.40
Standard Hire	\$97.60	\$99.80
<b><i>Port Melbourne Town hall meeting rooms</i></b>		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday & 24 hours Friday - Sunday)	\$48.30	\$49.40
Standard Hire	\$97.60	\$99.80
<b><i>Port Melbourne Town hall Council Chamber</i></b>		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday & 24-hour Friday - Sunday)	\$70.90	\$72.50
Standard Hire	\$122.30	\$125.05
<b><i>South Melbourne Town Hall meeting rooms</i></b>		
Community day rate (bookings of no less than 5 hours)	\$215.00	\$215.00
Community per hour	\$43.00	\$43.00
Standard day rate (bookings of less than 5 hours)	\$440.00	\$440.00
Standard Hire per hour	\$88.00	\$88.00
<b><i>Staff labour (per hour)</i></b>		
Duty Officer Fees - Monday - Thursday (minimum charge 3 hours)	\$41.10	\$41.10
Duty Officer Fees - Friday, Saturday & Sunday (minimum charge 3 hours)	\$71.90	\$71.90
Duty Officer Fees - Public Holidays (minimum charge 3 hours)	\$87.30	\$87.30
Security Guard Fees - Monday - Thursday (minimum charge 4 hours)	\$50.30	\$54.45

Fee Description	2019/20 Fee (incl. GST if applicable)	2020/21 Fee (incl. GST if applicable)
Security Guard Fees - Friday - Sunday (minimum charge 4 hours)	\$84.20	\$54.45
Security Guard Fees – Public Holidays (minimum charge 4 hours)	\$84.20	\$82.50
<b>Security Bonds</b>		
Bond – Standard	\$3,147.00	\$3147.00
Bond - Community	\$1,049.00	\$1049.00

## Glossary

Term	Definition
Act	Local Government Act 1989
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 <i>Corporations Act</i> 2001. They must also be applied to all other general-purpose financial reports of reporting entities in the public and private sectors.
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 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 127 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	The annual report prepared by Council under sections 131, 132 and 133 of the Act. The annual report to the community contains a report of operations and audited financial and performance statements.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.

Term	Definition
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 and existing asset that returns the service capability of the asset to its original capability.
Asset upgrade expenditure	Expenditure that: (a) enhances an existing asset to provide a higher level of service or (b) increases the life of the asset beyond its original life.
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.
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.
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.
Financial Statements	<p>Sections 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act require the following documents to include financial statements:</p> <ul style="list-style-type: none"> <li>- Strategic Resource Plan</li> <li>- Budget</li> <li>- Annual Report</li> </ul> <p>The financial statements to be included in the Budget include:</p> <ul style="list-style-type: none"> <li>- Comprehensive Income Statement</li> <li>- Balance Sheet</li> <li>- Statement of Changes in Equity</li> <li>- Statement of Cash Flows</li> <li>- Statement of Capital Works</li> </ul> <p>The financial statements must be in the form set out in the Local Government Model Financial Report.</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 should be prepared in accordance with Regulation 9 of the Local Government (Planning and Reporting) Regulations 2014.
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.
Budget preparation requirement	Under the Act, a Council is required to prepare and adopt an annual budget by 30 June each year.  The Local Government Amendment (Performance Reporting and Accountability) Bill 2013 amends the date the budget must be adopted to 30 June each year - refer section 11(1) of the Bill. This amends section 130 (3) of the Act.
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	Regulation 10 requires that 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 are those that are incomplete in the current budget year and will be completed in the following budget year.
Council Plan	Means a Council Plan prepared by Council under Section 125 of the Local Government Act 1989. 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 Environment, Land,	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP).

Term	Definition
Water and Planning (DELWP)	
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 e.g. Change in legislation.
Financial sustainability	A key outcome of the strategic resource plan. 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 (Strategic Resource Plan)	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 (e.g. 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.
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.

Term	Definition
Legislative framework	The Act, Regulations and other laws and statutes which set a Council's governance, planning and reporting requirements.
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 Government (Planning and Reporting) Regulations 2014	Regulations, made under Section 243 of the Act prescribe: (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, Strategic Resource Plan, budget, revised budget and annual report.
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 Strategic Resource Plan.
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 performance (Impact of current year on 2016/17 budget)	This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.
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
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 2014.
Restricted cash	Cash and cash equivalents, within the meaning of 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 128 of the Act. Section 128 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 1989
Services, Initiatives and Major Initiatives	<p>Section 127 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 and/or lead to improvements in service.</p> <p>Major initiatives means 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	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 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.
Strategic Resource Plan (SRP)	<p data-bbox="501 542 2074 612">Section 125(2)(d) of the Act requires that a Council must prepare and approve a Council Plan that must include a strategic resource plan containing matters specified in Section 126.</p> <p data-bbox="501 635 2074 667">Section 126 of the Act states that:</p> <ul data-bbox="555 699 2074 1066" style="list-style-type: none"> <li data-bbox="555 699 2074 730">• the strategic resource plan is the plan of the resources required to achieve the council plan strategic objectives</li> <li data-bbox="555 746 2074 810">• the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years</li> <li data-bbox="555 826 2074 938">• the strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan</li> <li data-bbox="555 954 2074 986">• Council must review their strategic resource plan during the preparation of the council plan</li> <li data-bbox="555 1002 2074 1066">• Council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website.</li> </ul>
	<p data-bbox="501 1104 2074 1168">In preparing the strategic resource plan, councils should comply with the principles of sound financial management (Section 136) as prescribed in the Act being to:</p> <ul data-bbox="555 1200 2074 1369" style="list-style-type: none"> <li data-bbox="555 1200 2074 1232">• prudently manage financial risks relating to debt, assets and liabilities</li> <li data-bbox="555 1248 2074 1279">• provide reasonable stability in the level of rate burden</li> <li data-bbox="555 1295 2074 1327">• consider the financial effects of council decisions on future generations</li> <li data-bbox="555 1343 2074 1369">• provide full, accurate and timely disclosure of financial information.</li> </ul>
	<p data-bbox="501 1385 2074 1450">In addition to Section 126 of the Act parts 2 and 3 of the Regulations also prescribe further details in relation to the preparation of the strategic resource plan</p>

Term	Definition
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