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real.*



**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 rate 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 \$2.4 million for Budget 2019/20 have been identified, in addition to the \$11 million of savings identified in budgets 2014/15 to 2018/19.

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 2019/20 is 2.50 per cent, but beyond 2019/20 is still highly uncertain. 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 three 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 \$75 million over ten years. 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 overleaf.

## Our 10-Year Financial Plan

### 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.

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

	2019/20	2020/21	2021/22	2022/23	2028/29
Rate increase	2.50 %	2.26 %	2.40 %	2.45 %	2.45 %
Accumulated rate capping challenge (\$m)	(\$0.0)	(\$1.9)	(\$5.4)	(\$10.6)	(\$75.6)

## Growth in Port Phillip

We are facing a period of significant growth, much of which is through development in Fisherman's 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 Fisherman's 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 Fisherman's 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 Fisherman's 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 Fisherman's 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 \$35 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 \$68 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.

## Our 10-Year Financial Plan

### 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**.

There are significant changes in the recycling sector with China placing more stringent conditions on their import of recyclable materials from other countries including Australia. The result of this policy change means we will no longer receive rebates for household recyclable materials. Instead, we will have to pay for processing them. The negative impact to our recurrent cost base is \$1.2 million per annum.

### 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 as \$75 million over 10 years).

#### Borrowings

We have the capacity to borrow up to \$70 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 Fisherman's 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 223 per cent and dipping to a low of 142

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 121 per cent and 130 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**).





## Our 10-Year Financial Plan

Financial principle	Measure
<p><b>1</b></p> <p><b>Council will have fair, affordable and stable revenue and financing mechanisms.</b></p>	<ol style="list-style-type: none"> <li>1. Funding is prioritised towards achieving Council strategies and priorities, and in accordance with key policies.</li> <li>2. The distribution of costs and revenues is to be fair and reasonable with a level of consistency in treatment.</li> <li>3. The capacity of people to pay will be considered in determining the appropriate mix of funding mechanisms.</li> <li>4. Where benefits from an investment are to be enjoyed by future generations, those future generations should contribute to the cost.</li> <li>5. Those who directly benefit from or cause expenditure will make a contribution towards funding it.</li> <li>6. Funding mechanisms will be transparent, practical to implement and not involve unreasonable transaction costs.</li> <li>7. Growth in universal services will be funded through growth in rates and the broader revenue base associated with growth.</li> <li>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.</li> </ol>
<p><b>2</b></p> <p><b>Council will have an ongoing sustainable and balanced budget, and ideally a small cash surplus.</b></p>	<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ol>
<p><b>3</b></p> <p><b>Council's asset base will be maintained, enhanced and expanded.</b></p>	<ol style="list-style-type: none"> <li>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.</li> <li>13. Capital expenditure compared to depreciation is to be greater or equal to 150 per cent over a medium to long term planning horizon.</li> <li>14. Assets will be managed in accordance with community need, optimum utilisation and long-term efficiency.</li> <li>15. Capital expenditure on existing assets (asset renewals and upgrades) will be higher than depreciation over a medium to long term planning horizon.</li> </ol>

Financial principle	Measure
<p><b>4</b></p> <p><b>Capital will be managed in the most efficient manner possible.</b></p>	<p>16. General reserves will be maintained at levels sufficient to ensure operational liquidity. Working Capital Liquidity Ratio (current assets compared to current liabilities) is to be at least 100 per cent.</p> <p>17. Council will consider borrowings for property acquisitions, large capital works or operating projects that provide inter-generational community benefit, and initiatives that deliver sufficient revenue streams to service the debt.</p> <p>18. Prudent use of debt shall be subject to achieving:</p> <ul style="list-style-type: none"> <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> <p>19. Reserves may be built up over time to enable part funding of periodic large capital expenditure items where this is considered more efficient than the use of debt.</p>
<p><b>5</b></p> <p><b>Council will proactively develop and lead an efficient and effective organisational culture.</b></p>	<p>20. To deliver better value to our growing community, we will support developing policy and practice in the workplace to increase organisational innovation, effectiveness and efficiency.</p> <p>21. The organisation will target delivery of productivity and efficiency savings of greater than one per cent of operating expenditure less depreciation per annum.</p>

## Our 10-Year Financial Plan

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.

# Our 10-Year Financial Plan

## 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 2019/20 (the base year) is based on the June 2019 forecast prepared in February. 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 opposite provides a detailed explanation of planning assumptions.

Item

Consumer Price Index (CPI)

Rates cap - base case  
(ESC recommended methodology)

Growth in the rate base

Parking revenue

User fees and charges

Open space contributions

Government grants

Interest received

Employee costs

Contract services, professional services, materials and other expenditure

Bad and doubtful debts

Utility costs

Service growth

Depreciation

Operating projects

Capital projects

Borrowings

Reserves

2019/20	2020/21	2021/22	2022/23	2028/29
2.50 %	2.26 %	2.40 %	2.45 %	2.45 %

Based on the most recent forecast from the Deloitte Access Economic Business Outlook for the Victorian Consumer Price Index.

2.50 %	2.26 %	2.40 %	2.45 %	2.45 %
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There remains some uncertainty regarding the level of the rates cap in future years. For the purposes of the financial plan, Council has used forecasts from the Deloitte Access Economic Business Outlook for the Consumer Price Index.

1.3 per cent per annum based on latest population growth data from Profile ID and Fishermans Bend Taskforce.

Parking fees is linked to the CPI plus 0.25 percentage points per annum from 2019/20 and fines to increase by CPI per annum. Whilst utilisation of paid parking at Fisherman's Bend introduced in 2018/19 have been lower than expected and reflected in Budget 2019/20, we expect gradual utilisation improvements from pricing adjustments and as the population increases over time.

User fees and charges is linked to the CPI plus 0.25 percentage points per annum from 2019/20.

Remains constant at \$4.1 million per annum. We have included forecast open space contributions from Fisherman's Bend in the plan, however, as the Fisherman's Bend Infrastructure Contribution Plan (ICP) may be gazetted by mid-2019 which could lead to the loss of future open space contributions from Fisherman's Bend.

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.

2.70 %	3.20 %	3.50 %	3.40 %	3.40 %
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Based on the Deloitte Access Economic Business Outlook forecast for the 90-day bank bill rate plus 50 basis points.

2.50 %	2.26 %	2.40 %	2.45 %	2.45 %
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Enterprise Bargaining Agreement currently under negotiation. The plan assumes EBA linking to the rates cap.

Increased by CPI or contractual agreements.

Budget 2019/20 includes a number of cost pressures that are expected to be ongoing including:

- Tender pricing of new contracts increased above CPI including the new South Melbourne cleaning contract.
- Additional expenditure requirement to address security and public safety concerns.
- Insurance premiums - we are working with the Local Government sector towards a collaborative procurement of this service to mitigate this cost pressure.

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 \$0.50 million of additional bad debt write-off in 2019/20 due to this issue and assumes no further disruption in future years.

Utility costs are expected to be higher than CPI at 3.3 per cent 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.

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).

Deflection testing and analysis of roads found our road pavement assets are in a much better condition with useful life exceeding 100 years. Based on the results, the useful life of this asset class has been increased to 250 years, which reduced depreciation charge by \$1.2 million per annum from 2019/20 onwards. Depreciation will increase as a product of new assets being created consistent with the planned capital program.

Total operating projects to be capped to \$5.2 million from 2022/23 (including \$1 million of Cloud-based expenditure) and increases by annual CPI.

Capital projects consistent with the detailed planned over the Strategic Resource Plan. Annual capital project budgets will target renewal gap ratio greater than 100 per cent and capital replacement ratio greater than 150 per cent.

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.

The use of reserves remains consistent with past practice. This includes the following assumptions:

- open space receipts and out-goings are equivalent (each year)
- sustainable transport reserve receipts and out-goings are equivalent (each year)
- where appropriate, unspent capital budgets during the financial year will be quarantined to the asset renewal reserve to fund future capital portfolio investments.
- five per cent of Fisherman's Bend derived rates income to be quarantined to the municipal growth fund for Fisherman's Bend investments.

# Our 10-Year Financial Plan

## 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 ten-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.

### Key financial risks

Probability	Consequence	Risk rating	Mitigation	Residual risk
<b>Rates cap lower than CPI.</b>				
<ul style="list-style-type: none"> <li>A 0.1 per cent lower than CPI = \$129,000 per annum</li> <li>A 1 per cent reduction in the first year (2019/20) will reduce rates income by \$15.1 million over the life of the Outlook</li> </ul>				
Possible	Major	High	Our financial strategy will be reviewed and financial levers adjusted to ensure we are financially sustainable.	Medium
<b>Fisherman's Bend Funding Gap</b>				
Almost Certain	Major	Catastrophic	<p>Council officers are actively involved in the funding and financing plan.</p> <p>Council will only be the development authority at an individual project basis where the project funding risk to Council is considered immaterial.</p>	Medium
<b>The introduction of the Fisherman's Bend Infrastructure Contribution Plan may result in the loss of future Open Space Contributions. The reserve has a deficit of \$10 million.</b>				
Likely	Major	High	Council officers are actively advocating with the Fisherman's Bend Taskforce to seek future Open Space Contributions equivalent to the Fisherman's Bend Open Space Reserve deficit.	Medium
<b>Future unfunded defined benefits superannuation call occurring.</b>				
Unlikely	Moderate	Medium	Council monitors its Vested Benefits Index on a quarterly basis to avoid material shortfall calls. Council has some cash reserves that can be drawn down in the short-term for shortfall calls. However, Council will need to replenish the reserves over the longer term.	Medium

Probability	Consequence	Risk rating	Mitigation	Residual risk
<b>Not realising full benefits of Customer Experience and Transformation.</b>				
Possible	Major	High	Delivery partner appointed, program governance being reviewed including benefits tracking framework with report to Council and Executive.	Medium
<b>EBA outcomes could be higher than CPI.</b>				
Possible	Major	High	Ensuring Council is financially sustainable requires operating income to sufficiently cover operating expenditure and infrastructure investments. Service reviews will play a key role to ensure our services and service levels are appropriate and sustainable. Key focus on EBA negotiation.	Medium
<b>Lower property development growth than projected (1.3 per cent). 0.1 per cent lower than CPI = \$129,000 per annum.</b>				
Possible	Major	High	Our financial strategy will be reviewed and financial levers adjusted to ensure we are financially sustainable. Noting that the Outlook assumes expenditure growth in line with population growth of 1.3 per cent	Medium
<b>Lower than expected parking revenue Volatility impacted by macro-economic environment. One per cent reduction = \$380,000.</b>				
Possible	Moderate	Medium	Likely to be a one-off impact. Council can draw down on reserves or reprioritise expenditure to address temporary shortfall.	Low
<b>Waste sector disruptions and changes to EPA landfill levies.</b>				
Possible	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
<b>Fines Victoria system issues impacting the collection of outstanding parking fines.</b>				
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



## Our 10-Year Financial Plan

### Planning for growth

In November 2014, the Victorian Government's Metropolitan Planning Authority prepared a Draft Fishermans Bend Urban Renewal Area Developer Contributions Plan (DCP), which outlines approximately \$376 million of local infrastructure and open space investment (in 2013 dollars).

The Victorian Government is currently developing the Fisherman's Bend Funding and Financing Plan including an Infrastructure Contribution Plan, which is expected to be finalised in 2019. Due to the uncertainty of future investment profile, only two investments have been included in the financial plan: Kirrip Park development in 2020/21 and a proposed Sustainability Hub to replace our current depot and transfer station in 2020/21 which may include a new Advanced Waste Treatment Plant.

We will update our financial planning for Fisherman's 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 2018/19 to 2021/22 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:

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## Comprehensive income statement

		Forecast \$,000	Budget \$,000	Projections \$,000								
Notes	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
<b>Income</b>												
Rates and charges		125,345	129,149	133,659	138,268	143,234	148,236	153,417	158,788	164,402	170,240	176,197
<b>Statutory fees and fines</b>												
Parking fines		18,640	19,975	20,394	20,822	21,259	21,705	22,161	22,626	23,101	23,586	24,081
Other statutory fees and fines		4,345	4,071	4,156	4,243	4,332	4,423	4,516	4,611	4,708	4,807	4,908
<b>User fees</b>												
Parking fees		18,351	18,064	18,854	19,374	19,917	20,475	21,048	21,636	22,240	22,860	23,497
Other user fees		19,380	20,737	20,642	21,187	21,757	22,342	22,942	23,559	24,192	24,842	25,510
Grants - operating		11,698	9,430	11,026	10,664	10,925	11,193	11,467	11,748	12,036	12,331	12,633
Grants - capital		4,374	2,586	1,400	1,430	1,470	1,510	1,550	1,590	1,630	1,670	1,710
Contributions - monetary	<b>1</b>	10,038	6,045	10,470	9,510	7,970	7,970	6,230	6,230	6,230	6,230	6,230
Other income		14,468	14,381	15,883	15,676	15,206	15,447	16,304	16,548	17,050	17,597	18,164
<b>Total income</b>		<b>226,639</b>	<b>224,438</b>	<b>236,484</b>	<b>241,174</b>	<b>246,070</b>	<b>253,301</b>	<b>259,635</b>	<b>267,336</b>	<b>275,589</b>	<b>284,163</b>	<b>292,930</b>
<b>Expenses</b>												
Employee costs		92,078	96,637	98,085	99,939	102,485	106,149	109,894	114,191	118,171	122,291	126,556
Materials and services	<b>2</b>	84,151	91,466	92,137	85,575	84,944	86,339	88,769	89,643	92,068	93,931	95,867
Bad and doubtful debts		3,961	3,862	3,449	3,532	3,619	3,708	3,799	3,892	3,987	4,085	4,185
Depreciation and amortisation	<b>3</b>	25,338	24,911	25,856	26,874	27,945	29,059	30,218	31,423	32,675	33,978	35,333
Borrowing costs		420	450	449	454	105	105	105	105	105	105	105
Other expenses		7,861	8,473	8,625	8,808	9,023	9,244	9,471	9,203	9,428	9,659	9,896
Net (gain)/loss on disposal of property, infrastructure, plant and equipment		4,283	4,310	2,550	2,550	2,550	2,550	2,550	2,550	2,550	2,550	2,550
<b>Total expenses</b>		<b>218,092</b>	<b>230,109</b>	<b>231,151</b>	<b>227,732</b>	<b>230,672</b>	<b>237,155</b>	<b>244,806</b>	<b>251,007</b>	<b>258,985</b>	<b>266,599</b>	<b>274,492</b>
<b>Operating surplus/ (deficit) for the year</b>	<b>4</b>	<b>8,547</b>	<b>(5,671)</b>	<b>5,333</b>	<b>13,442</b>	<b>15,398</b>	<b>16,147</b>	<b>14,829</b>	<b>16,329</b>	<b>16,604</b>	<b>17,564</b>	<b>18,438</b>

### Notes

- Contributions - monetary** - The Budget 2019/20 does not include any Development Contribution Plan (DCP) for Fisherman's Bend Ferrars Street Precinct works. The final stage of works is the development of Kirrip Park which we expected to receive \$2.5 million in 2020/21. Due to the uncertainty of planned works in Fisherman's Bend, no further DCP are included in future years.
- Materials and services** - The Budget 2019/20 includes \$7.1 million of expenditure due to the technology shift to Cloud-based managed services which will reclassify to operating expenditure rather than capital investment. A total \$22 million is planned over three financial years 2018/19 to 2020/21.
- Depreciation and amortisation** - The Budget 2019/20 includes a reduced depreciation charge of \$1.2 million for road assets as the useful lives of this asset class has increased to 250 years reflecting better asset conditions.
- Operating Surplus for the year** - An operating surplus is expected in Budget 2019/20 impact by the item identified in note 2. Excluding this item would result in an operating surplus of \$8.0 million.

## Income statement converted to cash

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Operating surplus/ (deficit) for the year	8,547	(5,671)	5,333	13,442	15,398	16,147	14,829	16,329	16,604	17,564	18,438
<b>Adjustments for non-cash operating items</b>											
Add back depreciation	25,338	24,911	25,856	26,874	27,945	29,059	30,218	31,423	32,675	33,978	35,333
Add back written-down value of asset disposals	5,273	4,690	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Add back balance sheet work in progress reallocated to operating	1,200	1,200	1,227	1,256	1,287	1,319	1,351	1,384	1,418	1,453	1,489
<b>Adjustments for investing items</b>											
Less capital expenditure (deferrals funded from reserves)	(38,887)	(39,242)	(56,876)	(40,471)	(42,092)	(44,790)	(46,053)	(47,649)	(49,039)	(50,967)	(53,043)
<b>Adjustments for financing items</b>											
Less loan repayments	-	-	-	(7,500)	-	-	-	-	-	-	-
Less lease repayments	(510)	(670)	(670)	(300)	(300)	(300)	(300)	(300)	(300)	(300)	(300)
Add new borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Adjustments for reserve movements</b>											
Statutory reserve drawdown/ (replenish)	(791)	1,752	1,811	2,203	2,375	1,290	1,290	1,290	1,290	1,290	1,290
Discretionary reserve drawdown/ (replenish)	(1,573)	12,272	20,481	1,352	(7,470)	(5,853)	(4,167)	(5,493)	(5,775)	(6,015)	(6,185)
<b>Cash surplus/(deficit) for the year</b>	<b>(1,403)</b>	<b>(758)</b>	<b>162</b>	<b>(144)</b>	<b>143</b>	<b>(128)</b>	<b>168</b>	<b>(17)</b>	<b>(126)</b>	<b>3</b>	<b>22</b>
Opening balance - cash surplus	2,595	1,192	434	596	452	594	466	635	618	492	495
<b>Closing cash surplus balance</b>	<b>1,192</b>	<b>434</b>	<b>596</b>	<b>452</b>	<b>594</b>	<b>466</b>	<b>635</b>	<b>618</b>	<b>492</b>	<b>495</b>	<b>517</b>

## Balance sheet

	Forecast \$,000	Budget \$,000	Projections \$,000								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	26,184	21,409	10,256	7,627	10,013	10,647	11,925	12,378	12,040	15,106	15,400
Trade and other receivables	15,029	15,066	15,100	15,136	15,173	15,210	15,247	15,284	15,321	15,359	15,397
Other financial assets	60,500	51,500	41,500	41,500	45,500	50,500	53,500	58,500	64,500	67,500	73,500
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Other assets	3,701	3,710	3,718	3,727	3,736	3,745	3,754	3,763	3,772	3,781	3,790
<b>Total current assets</b>	<b>105,414</b>	<b>91,685</b>	<b>70,574</b>	<b>67,990</b>	<b>74,422</b>	<b>80,102</b>	<b>84,426</b>	<b>89,925</b>	<b>95,633</b>	<b>101,746</b>	<b>108,087</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	3,152,622	3,286,395	3,313,888	3,454,711	3,464,971	3,614,319	3,626,103	3,782,764	3,795,009	3,959,589	3,973,110
<b>Total non-current assets</b>	<b>3,153,585</b>	<b>3,287,358</b>	<b>3,314,851</b>	<b>3,455,674</b>	<b>3,465,934</b>	<b>3,615,282</b>	<b>3,627,066</b>	<b>3,783,727</b>	<b>3,795,972</b>	<b>3,960,552</b>	<b>3,974,073</b>
<b>Total assets</b>	<b>3,258,999</b>	<b>3,379,043</b>	<b>3,385,424</b>	<b>3,523,664</b>	<b>3,540,356</b>	<b>3,695,383</b>	<b>3,711,492</b>	<b>3,873,652</b>	<b>3,891,605</b>	<b>4,062,298</b>	<b>4,082,160</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	19,423	19,907	20,357	20,846	21,357	21,880	22,416	22,965	23,528	24,104	24,695
Trust funds and deposits	5,645	5,786	5,917	6,059	6,207	6,359	6,515	6,675	6,839	7,007	7,179
Provisions	14,510	14,873	15,245	15,657	16,111	16,594	17,092	17,605	18,133	18,677	19,237
Interest-bearing loans and borrowings	508	508	8,008	508	508	508	508	508	508	508	508
<b>Total current liabilities</b>	<b>40,086</b>	<b>41,074</b>	<b>49,527</b>	<b>43,070</b>	<b>44,183</b>	<b>45,341</b>	<b>46,531</b>	<b>47,753</b>	<b>49,008</b>	<b>50,296</b>	<b>51,619</b>
<b>Non-current liabilities</b>											
Provisions	2,588	2,653	2,719	2,792	2,873	2,959	3,048	3,139	3,233	3,330	3,430
Interest-bearing loans and borrowings	7,657	7,479	9	109	209	209	209	209	209	209	209
<b>Total non-current liabilities</b>	<b>10,245</b>	<b>10,132</b>	<b>2,728</b>	<b>2,901</b>	<b>3,082</b>	<b>3,168</b>	<b>3,257</b>	<b>3,348</b>	<b>3,442</b>	<b>3,539</b>	<b>3,639</b>
<b>Total liabilities</b>	<b>50,331</b>	<b>51,206</b>	<b>52,255</b>	<b>45,971</b>	<b>47,265</b>	<b>48,509</b>	<b>49,788</b>	<b>51,101</b>	<b>52,450</b>	<b>53,835</b>	<b>55,258</b>
<b>Net assets</b>	<b>3,208,668</b>	<b>3,327,837</b>	<b>3,333,169</b>	<b>3,477,693</b>	<b>3,493,091</b>	<b>3,646,874</b>	<b>3,661,704</b>	<b>3,822,551</b>	<b>3,839,155</b>	<b>4,008,463</b>	<b>4,026,902</b>
<b>Equity</b>											
Accumulated surplus	651,852	660,205	687,830	704,827	715,129	726,713	738,665	750,791	762,911	775,750	789,293
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	60,012	45,988	23,696	20,141	25,236	29,799	32,676	36,879	41,364	46,089	50,985
<b>Total equity</b>	<b>3,208,668</b>	<b>3,327,837</b>	<b>3,333,169</b>	<b>3,477,693</b>	<b>3,493,091</b>	<b>3,646,874</b>	<b>3,661,704</b>	<b>3,822,551</b>	<b>3,839,155</b>	<b>4,008,463</b>	<b>4,026,902</b>

## Statement of changes in equity

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
<b>2020</b>				
Balance at beginning of the financial year	3,208,668	651,852	2,496,804	60,012
Comprehensive result	(5,671)	(5,671)	-	-
Net asset revaluation increment (decrement)	124,840	-	124,840	-
Transfer to other reserves	-	(14,839)	-	14,839
Transfer from other reserves	-	28,863	-	(28,863)
<b>Balance at end of the financial year</b>	<b>3,327,837</b>	<b>660,205</b>	<b>2,621,644</b>	<b>45,988</b>
<b>2021</b>				
Balance at beginning of the financial year	3,327,837	660,205	2,621,644	45,988
Comprehensive result	5,333	5,333	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(14,322)	-	14,322
Transfer from other reserves	-	36,614	-	(36,614)
<b>Balance at end of the financial year</b>	<b>3,333,169</b>	<b>687,830</b>	<b>2,621,644</b>	<b>23,696</b>
<b>2022</b>				
Balance at beginning of the financial year	3,333,169	687,830	2,621,644	23,696
Comprehensive result	13,442	13,442	-	-
Net asset revaluation increment (decrement)	131,082	-	131,082	-
Transfer to other reserves	-	(16,993)	-	16,993
Transfer from other reserves	-	20,548	-	(20,548)
<b>Balance at end of the financial year</b>	<b>3,477,693</b>	<b>704,827</b>	<b>2,752,726</b>	<b>20,141</b>
<b>2023</b>				
Balance at beginning of the financial year	3,477,693	704,827	2,752,726	20,141
Comprehensive result	15,398	15,398	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(14,030)	-	14,030
Transfer from other reserves	-	8,935	-	(8,935)
<b>Balance at end of the financial year</b>	<b>3,493,091</b>	<b>715,129</b>	<b>2,752,726</b>	<b>25,236</b>
<b>2024</b>				
Balance at beginning of the financial year	3,493,091	715,129	2,752,726	25,236
Comprehensive result	16,147	16,147	-	-
Net asset revaluation increment (decrement)	137,636	-	137,636	-
Transfer to other reserves	-	(14,403)	-	14,403
Transfer from other reserves	-	9,840	-	(9,840)
<b>Balance at end of the financial year</b>	<b>3,646,874</b>	<b>726,713</b>	<b>2,890,362</b>	<b>29,799</b>

## Statement of changes in equity

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
<b>2025</b>				
Balance at beginning of the financial year	3,646,874	726,713	2,890,362	29,799
Comprehensive result	14,829	14,829	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(11,437)	-	11,437
Transfer from other reserves	-	8,560	-	(8,560)
<b>Balance at end of the financial year</b>	<b>3,661,704</b>	<b>738,665</b>	<b>2,890,362</b>	<b>32,676</b>
<b>2026</b>				
Balance at beginning of the financial year	3,661,704	738,665	2,890,362	32,676
Comprehensive result	16,329	16,329	-	-
Net asset revaluation increment (decrement)	144,518	-	144,518	-
Transfer to other reserves	-	(12,063)	-	12,063
Transfer from other reserves	-	7,860	-	(7,860)
<b>Balance at end of the financial year</b>	<b>3,822,551</b>	<b>750,791</b>	<b>3,034,880</b>	<b>36,879</b>
<b>2027</b>				
Balance at beginning of the financial year	3,822,551	750,791	3,034,880	36,879
Comprehensive result	16,604	16,604	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(12,545)	-	12,545
Transfer from other reserves	-	8,060	-	(8,060)
<b>Balance at end of the financial year</b>	<b>3,839,155</b>	<b>762,911</b>	<b>3,034,880</b>	<b>41,364</b>
<b>2028</b>				
Balance at beginning of the financial year	3,839,155	762,911	3,034,880	41,364
Comprehensive result	17,564	17,564	-	-
Net asset revaluation increment (decrement)	151,744	-	151,744	-
Transfer to other reserves	-	(12,785)	-	12,785
Transfer from other reserves	-	8,060	-	(8,060)
<b>Balance at end of the financial year</b>	<b>4,008,463</b>	<b>775,750</b>	<b>3,186,624</b>	<b>46,089</b>
<b>2029</b>				
Balance at beginning of the financial year	4,008,463	775,750	3,186,624	46,089
Comprehensive result	18,438	18,438	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(16,005)	-	16,005
Transfer from other reserves	-	11,110	-	(11,110)
<b>Balance at end of the financial year</b>	<b>4,026,902</b>	<b>789,293</b>	<b>3,186,624</b>	<b>50,985</b>

## Statement of cash flows

Notes	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Cash flows from operating activities</b>											
Rates and charges	125,345	129,149	133,659	138,268	143,234	148,236	153,417	158,788	164,402	170,240	176,197
<b>Statutory fees and fines</b>											
Parking fines	14,765	16,199	17,031	17,376	17,726	18,083	18,448	18,820	19,200	19,587	19,982
Other statutory fees and fines	4,342	4,068	4,153	4,240	4,329	4,420	4,513	4,608	4,705	4,804	4,905
<b>User fees</b>											
Parking fees	18,341	18,054	18,844	19,364	19,907	20,465	21,038	21,626	22,230	22,850	23,487
Other user fees	19,270	20,627	20,535	21,078	21,647	22,232	22,832	23,449	24,082	24,731	25,399
Grants - operating	11,698	9,430	11,026	10,664	10,925	11,193	11,467	11,748	12,036	12,331	12,633
Grants - capital	4,374	2,586	1,400	1,430	1,470	1,510	1,550	1,590	1,630	1,670	1,710
Contributions - monetary	10,038	6,045	10,470	9,510	7,970	7,970	6,230	6,230	6,230	6,230	6,230
Other receipts	14,459	14,372	15,875	15,667	15,197	15,438	16,295	16,539	17,041	17,588	18,155
Net trust funds taken/(repaid)	137	141	131	142	148	152	156	160	164	168	172
Employee costs	(91,661)	(96,209)	(97,647)	(99,454)	(101,950)	(105,580)	(109,307)	(113,587)	(117,549)	(121,650)	(125,896)
Materials and services	(82,479)	(89,782)	(90,460)	(83,830)	(83,146)	(84,497)	(86,882)	(87,710)	(90,087)	(91,902)	(93,787)
Other payments	(7,861)	(8,473)	(8,625)	(8,808)	(9,023)	(9,244)	(9,471)	(9,203)	(9,428)	(9,659)	(9,896)
<b>Net cash provided by operating activities</b>	<b>40,768</b>	<b>26,207</b>	<b>36,392</b>	<b>45,647</b>	<b>48,433</b>	<b>50,378</b>	<b>50,286</b>	<b>53,058</b>	<b>54,655</b>	<b>56,988</b>	<b>59,291</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	1 (38,887)	(39,242)	(56,876)	(40,471)	(42,092)	(44,790)	(46,053)	(47,649)	(49,039)	(50,967)	(53,043)
Proceeds from the sale of property, infrastructure, plant and equipment	990	380	450	450	450	450	450	450	450	450	450
Payments for investments	-	-	-	-	(4,000)	(5,000)	(3,000)	(5,000)	(6,000)	(3,000)	(6,000)
Proceeds from sale of investments	8,000	9,000	10,000	-	-	-	-	-	-	-	-
<b>Net cash used in investing activities</b>	<b>(29,897)</b>	<b>(29,862)</b>	<b>(46,426)</b>	<b>(40,021)</b>	<b>(45,642)</b>	<b>(49,340)</b>	<b>(48,603)</b>	<b>(52,199)</b>	<b>(54,589)</b>	<b>(53,517)</b>	<b>(58,593)</b>



## Statement of cash flows

Notes	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Cash flows from financing activities</b>											
Finance costs	(420)	(450)	(449)	(454)	(105)	(105)	(105)	(105)	(105)	(105)	(105)
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	2 (510)	(670)	(670)	(7,800)	(300)	(300)	(300)	(300)	(300)	(300)	(300)
<b>Net cash provided by / (used in) financing activities</b>	<b>(930)</b>	<b>(1,120)</b>	<b>(1,119)</b>	<b>(8,254)</b>	<b>(405)</b>	<b>(405)</b>	<b>(405)</b>	<b>(405)</b>	<b>(405)</b>	<b>(405)</b>	<b>(405)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>9,941</b>	<b>(4,775)</b>	<b>(11,153)</b>	<b>(2,628)</b>	<b>2,386</b>	<b>633</b>	<b>1,278</b>	<b>453</b>	<b>(338)</b>	<b>3,067</b>	<b>293</b>
Cash and cash equivalents at beginning of year	16,243	26,184	21,409	10,256	7,627	10,013	10,647	11,925	12,378	12,040	15,106
<b>Cash and cash equivalents at end of year</b>	<b>26,184</b>	<b>21,409</b>	<b>10,256</b>	<b>7,627</b>	<b>10,013</b>	<b>10,647</b>	<b>11,925</b>	<b>12,378</b>	<b>12,040</b>	<b>15,106</b>	<b>15,400</b>

## Notes

1. **Payments for property, infrastructure, plant and equipment** - Financial year 2020/21 includes \$17.5 million to purchase land for a Sustainability Hub.
2. **Proceeds from borrowings and repayment of borrowings** - Council plans to repay the \$7.5 million loan maturing in the 2021/22 financial year.

## Statement of capital works

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Property</b>											
Land	-	-	17,500	-	-	-	-	-	-	-	-
Land improvements (marine assets)	-	-	-	-	-	-	-	-	-	-	-
<b>Total land</b>	<b>-</b>	<b>-</b>	<b>17,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Building improvements	16,356	19,566	15,022	15,586	17,480	17,089	17,508	17,937	18,727	19,985	21,175
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	<b>16,356</b>	<b>19,566</b>	<b>15,022</b>	<b>15,586</b>	<b>17,480</b>	<b>17,089</b>	<b>17,508</b>	<b>17,937</b>	<b>18,727</b>	<b>19,985</b>	<b>21,175</b>
<b>Total property</b>	<b>16,356</b>	<b>19,566</b>	<b>32,522</b>	<b>15,586</b>	<b>17,480</b>	<b>17,089</b>	<b>17,508</b>	<b>17,937</b>	<b>18,727</b>	<b>19,985</b>	<b>21,175</b>
<b>Plant and equipment</b>											
Plant, machinery and equipment	909	790	990	930	700	800	820	840	860	881	903
Fixtures, fittings and furniture	50	370	-	-	-	50	51	53	54	55	56
Computers and telecommunications	980	500	450	1,100	750	768	787	1,200	800	820	840
Heritage and artworks	30	30	30	30	30	31	32	32	33	34	35
Library books	835	852	852	852	852	873	894	916	939	962	985
Motor vehicles	810	1,217	1,194	1,025	1,122	1,404	1,604	1,482	1,362	1,322	1,482
<b>Total plant and equipment</b>	<b>3,614</b>	<b>3,759</b>	<b>3,516</b>	<b>3,937</b>	<b>3,454</b>	<b>3,926</b>	<b>4,188</b>	<b>4,523</b>	<b>4,048</b>	<b>4,073</b>	<b>4,301</b>
<b>Infrastructure</b>											
Roads	2,975	2,844	3,825	5,235	5,363	4,601	4,713	4,829	4,947	5,068	5,192
Bridges	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	1,913	2,776	2,350	3,150	3,200	3,278	3,359	3,441	3,983	4,081	4,181
Drainage	4,165	1,774	2,350	4,282	2,450	2,950	3,022	3,332	3,414	3,497	3,583
Parks, open space and streetscapes	9,604	8,313	12,052	8,021	9,885	12,679	12,990	13,308	13,635	13,969	14,311
Off street car park	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	260	210	260	260	260	266	273	280	287	294	301
<b>Total infrastructure</b>	<b>18,917</b>	<b>15,917</b>	<b>20,838</b>	<b>20,948</b>	<b>21,158</b>	<b>23,774</b>	<b>24,357</b>	<b>25,190</b>	<b>26,265</b>	<b>26,908</b>	<b>27,567</b>
<b>Total capital works expenditure</b>	<b>38,887</b>	<b>39,242</b>	<b>56,876</b>	<b>40,471</b>	<b>42,092</b>	<b>44,790</b>	<b>46,053</b>	<b>47,649</b>	<b>49,039</b>	<b>50,967</b>	<b>53,043</b>

## Statement of capital works

	Forecast \$,000	Budget \$,000	Projections \$,000								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Represented by</b>											
New asset expenditure	4,865	2,674	21,673	4,322	4,513	4,479	4,605	4,765	4,904	5,097	5,304
Asset renewal expenditure	18,737	18,459	21,187	21,877	22,512	24,634	25,329	26,207	26,971	28,032	29,174
Asset expansion expenditure	12,208	15,451	12,546	12,884	13,454	13,437	13,816	14,295	14,712	15,290	15,913
Asset upgrade expenditure	3,077	2,658	1,470	1,388	1,613	2,239	2,303	2,382	2,452	2,548	2,652
<b>Total capital works expenditure</b>	<b>38,887</b>	<b>39,242</b>	<b>56,876</b>	<b>40,471</b>	<b>42,092</b>	<b>44,790</b>	<b>46,053</b>	<b>47,649</b>	<b>49,039</b>	<b>50,967</b>	<b>53,043</b>
<b>Funding sources represented by</b>											
Grants	4,373	2,586	1,400	1,430	1,470	1,510	1,550	1,590	1,630	1,670	1,710
Contributions	3,701	285	2,500	-	-	-	-	-	-	-	-
Reserves	16,013	15,702	31,391	11,648	8,935	9,780	7,800	7,800	7,800	7,800	7,800
Council cash	14,800	20,669	21,585	27,393	31,687	33,500	36,703	38,259	39,609	41,497	43,533
Borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Total capital works expenditure</b>	<b>38,887</b>	<b>39,242</b>	<b>56,876</b>	<b>40,471</b>	<b>42,092</b>	<b>44,790</b>	<b>46,053</b>	<b>47,649</b>	<b>49,039</b>	<b>50,967</b>	<b>53,043</b>

## Budget 2019/20 capital projects

Capital works area	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Property</b>												
<b>Land</b>												
Land Acquisition - Sustainability Hub	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Buildings</b>												
Adventure Playgrounds Upgrade	50	230	280	-	35	196	-	-	-	-	280	-
Bupbup Nairm Cladding Rectification Works	60	540	600	-	270	270	-	-	-	-	600	-
Building Renewal and Upgrade Program	340	2,930	3,270	-	1,758	586	586	-	-	420	2,850	-
Building Safety and Accessibility Program	185	1,815	2,000	454	454	908	-	-	-	-	2,000	-
Children's Centre Improvement Program	100	100	200	-	50	50	-	-	-	200	-	-
Children's Centre Minor Capital Works	50	350	400	-	175	175	-	-	-	400	-	-
EcoCentre Redevelopment	40	225	265	-	-	225	-	-	-	182	83	-
Energy Efficiency and Solar Program	50	450	500	-	-	225	225	-	-	-	500	-
JL Murphy Reserve Pavilion Upgrade	200	2,547	2,747	-	-	2,547	-	123	200	535	1,889	-
Lagoon Reserve Pavilion Upgrade	-	75	75	-	38	38	-	-	-	-	75	-
Palais Theatre Renewal and Upgrades	120	1,160	1,280	-	580	580	-	-	-	1,280	-	-
Public Toilet Plan Implementation Program	50	260	310	-	208	52	-	-	-	-	310	-
RF Julier Reserve Pavilion Upgrade	50	50	100	-	-	50	-	-	-	-	100	-
South Melbourne Life Saving Club Redevelopment	100	805	905	-	161	644	-	1,000	-	-	(95)	-
South Melbourne Market Building Compliance	50	1,150	1,200	-	460	690	-	-	-	700	500	-
South Melbourne Market Renewal Program	50	462	512	-	277	185	-	-	-	-	512	-
South Melbourne Market Stall Changeover Refits	125	90	215	-	54	36	-	-	-	-	215	-
South Melbourne Town Hall Building Renewal Works	250	3,440	3,690	-	3,440	-	-	-	-	-	3,690	-
Workplace Plan Implementation	100	1,700	1,800	-	425	1,275	-	-	-	1,300	500	-
<b>Total buildings</b>	<b>1,970</b>	<b>18,379</b>	<b>20,349</b>	<b>454</b>	<b>8,384</b>	<b>8,730</b>	<b>811</b>	<b>1,123</b>	<b>200</b>	<b>5,017</b>	<b>14,009</b>	-
<b>Leasehold improvements</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Heritage buildings</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total property</b>	<b>1,970</b>	<b>18,379</b>	<b>20,349</b>	<b>454</b>	<b>8,384</b>	<b>8,730</b>	<b>811</b>	<b>1,123</b>	<b>200</b>	<b>5,017</b>	<b>14,009</b>	-

## Budget 2019/20 capital projects

Capital works area	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Plant and equipment</b>												
<b>Plant, machinery and equipment</b>												
Electric Vehicle Charging Infrastructure Program	10	90	100	90	-	-	-	-	-	-	100	-
Library Radio Frequency Identification Equipment Replacement	80	150	230	-	150	-	-	-	-	-	230	-
Parking Technology Renewal and Upgrade Program	50	550	600	83	385	83	-	-	-	-	600	-
<b>Total plant, machinery and equipment</b>	<b>140</b>	<b>790</b>	<b>930</b>	<b>173</b>	<b>535</b>	<b>83</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>930</b>	<b>-</b>
<b>Fixtures, fittings and furniture</b>												
<b>Total fixtures, fittings and furniture</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Computers and telecommunications</b>												
Core IT Infrastructure Renewal and Upgrade Program	-	500	500	-	300	200	-	-	-	-	500	-
<b>Total computers and telecommunications</b>	<b>-</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>300</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>
<b>Heritage plant and equipment</b>												
Art Acquisition	-	30	30	-	-	-	30	-	-	-	30	-
<b>Total heritage plant and equipment</b>	<b>-</b>	<b>30</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>-</b>
<b>Library books</b>												
Library Purchases	-	852	852	-	682	-	170	-	-	-	852	-
<b>Total library books</b>	<b>-</b>	<b>852</b>	<b>852</b>	<b>-</b>	<b>682</b>	<b>-</b>	<b>170</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>852</b>	<b>-</b>
<b>Motor vehicles</b>												
Council Fleet Renewal Program	-	1,217	1,217	-	1,217	-	-	-	-	-	1,217	-
<b>Total motor vehicles</b>	<b>-</b>	<b>1,217</b>	<b>1,217</b>	<b>-</b>	<b>1,217</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,217</b>	<b>-</b>
<b>Total plant and equipment</b>	<b>140</b>	<b>3,389</b>	<b>3,529</b>	<b>173</b>	<b>2,734</b>	<b>283</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,529</b>	<b>-</b>

Capital works area	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Infrastructure</b>												
<b>Roads</b>												
Blackspot Safety Improvements	57	79	136	20	20	40	-	136	-	-	-	-
Kerb and Gutter Renewal Program	-	425	425	-	361	64	-	-	-	-	425	-
Laneway Renewal and Upgrade Program	-	470	470	-	212	259	-	-	-	-	470	-
Road Renewal Program	-	1,570	1,570	-	1,099	471	-	300	-	-	1,270	-
St Kilda Junction Safety Upgrade	300	100	400	-	-	100	-	-	-	400	-	-
<b>Total roads</b>	<b>357</b>	<b>2,644</b>	<b>3,001</b>	<b>20</b>	<b>1,692</b>	<b>933</b>	<b>-</b>	<b>436</b>	<b>-</b>	<b>400</b>	<b>2,165</b>	<b>-</b>
<b>Bridges</b>												
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
<b>Footpaths and cycleways</b>												
Bike Infrastructure Delivery	300	700	1,000	175	-	350	175	-	-	500	500	-
Footpath Renewal Program	-	650	650	-	650	-	-	-	-	-	650	-
Local Area Traffic Management Infrastructure	10	90	100	-	-	90	-	50	-	-	50	-
Park Street Bike Link	200	400	600	100	-	200	100	600	-	-	-	-
Pedestrian Infrastructure Delivery	210	694	904	-	-	694	-	377	-	500	27	-
<b>Total footpaths and cycleways</b>	<b>720</b>	<b>2,534</b>	<b>3,254</b>	<b>275</b>	<b>650</b>	<b>1,334</b>	<b>275</b>	<b>1,027</b>	<b>-</b>	<b>1,000</b>	<b>1,227</b>	<b>-</b>
<b>Drainage</b>												
Alma Park Stormwater Harvesting Development	-	24	24	-	-	-	24	-	-	12	12	-
Stormwater Management Program	200	1,200	1,400	-	960	120	120	-	-	-	1,400	-
Water Sensitive Urban Design Program	50	550	600	-	-	-	550	-	-	-	600	-
<b>Total drainage</b>	<b>250</b>	<b>1,774</b>	<b>2,024</b>	<b>-</b>	<b>960</b>	<b>120</b>	<b>694</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>2,012</b>	<b>-</b>
<b>Parks, open space and streetscapes</b>												
Foreshore Assets Renewal and Upgrade Program	20	380	400	-	228	152	-	-	-	350	50	-
Gasworks Arts Park Reinstatement	100	400	500	-	100	300	-	-	-	500	-	-
Graham Street Skate Park Upgrade	30	355	385	-	-	355	-	-	-	385	-	-
Informal Sport and Recreation Infrastructure	10	70	80	70	-	-	-	-	-	80	-	-

## Budget 2019/20 capital projects

Capital works area	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
JL Murphy Playspace Upgrade	40	360	400	-	90	270	-	-	-	400	-	-
Lagoon Reserve Sport Field Upgrade	-	125	125	-	63	63	-	-	-	125	-	-
Litter Bin Program	50	704	754	-	563	70	70	-	-	-	754	-
Maritime Infrastructure Renewal Program	100	400	500	120	280	-	-	-	-	-	500	-
Northport Oval Upgrade	-	20	20	-	10	10	-	-	-	20	-	-
Open Space Irrigation Renewal and Upgrade Program	50	365	415	-	292	73	-	-	-	300	115	-
Parks and Playground Renewal and Upgrade Program	400	800	1,200	-	560	120	120	-	-	800	400	-
Parks Furniture and Pathway Renewal Program	50	300	350	-	300	-	-	-	-	175	175	-
Pocket Park Program	-	50	50	50	-	-	-	-	-	50	-	-
Public Space Accessibility Improvement Program	20	180	200	-	-	108	72	-	-	200	-	-
Public Space Lighting Expansion Program	20	130	150	-	-	-	130	-	-	150	-	-
Public Space Lighting Renewal and Upgrade Program	60	665	725	-	532	133	-	-	-	725	-	-
Public Space Security Improvements	50	750	800	750	-	-	-	-	-	160	640	-
Rotary Park Playspace	200	150	350	150	-	-	-	-	85	265	-	-
Sports Field Upgrade Program	50	250	300	-	-	-	250	-	-	300	-	-
Sports Fields Lighting Expansion	50	800	850	-	-	800	-	-	-	850	-	-
St Kilda Pier Foreshore	100	30	130	-	-	30	-	-	-	-	130	-
Tram Infrastructure Partnership Delivery	-	50	50	25	-	25	-	-	-	-	50	-
<b>Total parks, open space and streetscapes</b>	<b>1,400</b>	<b>7,334</b>	<b>8,734</b>	<b>1,165</b>	<b>3,018</b>	<b>2,509</b>	<b>642</b>	<b>-</b>	<b>85</b>	<b>5,835</b>	<b>2,814</b>	<b>-</b>
<b>Off-street car parks</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other infrastructure</b>												
Street Signage and Furniture Renewal Program	150	210	360	-	210	-	-	-	-	-	360	-
<b>Total other infrastructure</b>	<b>150</b>	<b>210</b>	<b>360</b>	<b>-</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>360</b>	<b>-</b>
<b>Total infrastructure</b>	<b>2,877</b>	<b>14,496</b>	<b>17,373</b>	<b>1,460</b>	<b>6,529</b>	<b>4,896</b>	<b>1,611</b>	<b>1,463</b>	<b>85</b>	<b>7,247</b>	<b>8,578</b>	<b>-</b>
<b>Total capital works 2019/20</b>	<b>4,987</b>	<b>36,264</b>	<b>41,251</b>	<b>2,086</b>	<b>17,647</b>	<b>13,908</b>	<b>2,623</b>	<b>2,586</b>	<b>285</b>	<b>12,264</b>	<b>26,116</b>	<b>-</b>

## Works deferred from 2018/19

	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Capital works area</b>												
<b>Property</b>												
<b>Buildings</b>												
EcoCentre Redevelopment	-	160	160	-	-	160	-	-	-	160	-	-
South Melbourne Town Hall Ramp Upgrade	-	320	320	-	-	320	-	-	-	320	-	-
Building Safety and Accessibility Program	-	120	120	-	-	120	-	-	-	120	-	-
Bubup Nairn Cladding Rectification Works	-	40	40	-	20	20	-	-	-	40	-	-
South Melbourne Market Solar Installation	-	547	547	492	-	55	-	-	-	547	-	-
<b>Total buildings</b>	-	1,187	1,187	492	20	675	-	-	-	1,187	-	-
<b>Total property</b>	-	1,187	1,187	492	20	675	-	-	-	1,187	-	-
<b>Plant and equipment</b>												
<b>Fixtures, fittings and furniture</b>												
Gasworks Theatre Seats Replacement	-	280	280	-	224	56	-	-	-	280	-	-
Library Radio Frequency Identification Equipment Replacement	-	90	90	-	90	-	-	-	-	90	-	-
<b>Total fixtures, fixings and furniture</b>	-	370	370	-	314	56	-	-	-	370	-	-
<b>Total plant and equipment</b>	-	370	370	-	314	56	-	-	-	370	-	-



## Works deferred from 2018/19

Capital works area	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Infrastructure</b>												
<b>Roads</b>												
Wellington Street Intersection Upgrades	50	200	250	-	100	100	-	-	-	250	-	-
<b>Total roads</b>	50	200	250	-	100	100	-	-	-	250	-	-
<b>Footpaths and cycleways</b>												
Kerferd Road Safety Improvements	-	100	100	-	-	100	-	-	-	100	-	-
Bike Infrastructure Delivery	150	142	292	36	-	71	36	-	-	292	-	-
<b>Total footpaths and cycleways</b>	150	242	392	36	-	171	36	-	-	392	-	-
<b>Parks, open space and streetscapes</b>												
Outdoor Fitness Station Program	-	60	60	60	-	-	-	-	-	60	-	-
Parks and Playground Renewal and Upgrade Program	200	480	680	-	192	288	-	-	-	680	-	-
Elwood Wall and Play Space Upgrade	60	109	169	-	55	55	-	-	-	169	-	-
Recreation Reserves Facilities Renewal Program	-	130	130	-	52	78	-	-	-	130	-	-
Tram Infrastructure Partnership Delivery	-	200	200	-	80	120	-	-	-	200	-	-
<b>Total parks, open space and streetscapes</b>	260	979	1,239	60	379	541	-	-	-	1,239	-	-
<b>Total Infrastructure</b>	460	1,421	1,881	96	479	812	36	-	-	1,881	-	-
<b>Total capital works carried forward from 2018/19</b>	460	2,978	3,438	588	813	1,542	36	-	-	3,438	-	-

## Summary of capital works expenditure 2019-23

	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Capital works 2019/20</b>												
<b>Property</b>												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,970	19,566	21,536	946	8,404	9,405	811	1,123	200	6,204	14,009	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total property</b>	<b>1,970</b>	<b>19,566</b>	<b>21,536</b>	<b>946</b>	<b>8,404</b>	<b>9,405</b>	<b>811</b>	<b>1,123</b>	<b>200</b>	<b>6,204</b>	<b>14,009</b>	<b>-</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	140	790	930	173	535	83	-	-	-	-	930	-
Fixtures, fittings and furniture	-	370	370	-	314	56	-	-	-	370	-	-
Computers and telecommunications	-	500	500	-	300	200	-	-	-	-	500	-
Heritage plant and equipment	-	30	30	-	-	-	30	-	-	-	30	-
Library books	-	852	852	-	682	-	170	-	-	-	852	-
Motor vehicles	-	1,217	1,217	-	1,217	-	-	-	-	-	1,217	-
<b>Total plant and equipment</b>	<b>140</b>	<b>3,759</b>	<b>3,899</b>	<b>173</b>	<b>3,048</b>	<b>339</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>370</b>	<b>3,529</b>	<b>-</b>
<b>Infrastructure</b>												
Roads	407	2,844	3,251	20	1,792	1,033	-	436	-	650	2,165	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	870	2,776	3,646	311	650	1,505	311	1,027	-	1,392	1,227	-
Drainage	250	1,774	2,024	-	960	120	694	-	-	12	2,012	-
Parks, open space and streetscapes	1,660	8,313	9,973	1,225	3,396	3,049	642	-	85	7,074	2,814	-
Off-street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	150	210	360	-	210	-	-	-	-	-	360	-
<b>Total infrastructure</b>	<b>3,337</b>	<b>15,917</b>	<b>19,254</b>	<b>1,555</b>	<b>7,008</b>	<b>5,707</b>	<b>1,647</b>	<b>1,463</b>	<b>85</b>	<b>9,128</b>	<b>8,578</b>	<b>-</b>
<b>Total capital works expenditure 2019/20</b>	<b>5,447</b>	<b>39,242</b>	<b>44,689</b>	<b>2,674</b>	<b>18,459</b>	<b>15,451</b>	<b>2,658</b>	<b>2,586</b>	<b>285</b>	<b>15,702</b>	<b>26,116</b>	<b>-</b>

## Summary of capital works expenditure 2019-23

Capital works 2020/21	Budget \$,000		Asset expenditure types \$,000				Funding sources \$,000					
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Property</b>												
Land	-	17,500	<b>17,500</b>	17,500	-	-	-	-	-	17,500	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	2,025	15,022	<b>17,047</b>	1,890	7,241	5,268	623	100	-	1,600	15,347	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total property</b>	<b>2,025</b>	<b>32,522</b>	<b>34,547</b>	<b>19,390</b>	<b>7,241</b>	<b>5,268</b>	<b>623</b>	<b>100</b>	<b>-</b>	<b>19,100</b>	<b>15,347</b>	<b>-</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	60	990	<b>1,050</b>	216	670	103	-	-	-	-	1,050	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	50	450	<b>500</b>	-	270	180	-	-	-	-	500	-
Heritage plant and equipment	-	30	<b>30</b>	-	-	-	30	-	-	-	30	-
Library books	-	852	<b>852</b>	-	682	-	170	-	-	-	852	-
Motor vehicles	-	1,194	<b>1,194</b>	-	1,194	-	-	-	-	-	1,194	-
<b>Total plant and equipment</b>	<b>110</b>	<b>3,516</b>	<b>3,626</b>	<b>216</b>	<b>2,816</b>	<b>283</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,626</b>	<b>-</b>
<b>Infrastructure</b>												
Roads	200	3,825	<b>4,025</b>	27	2,409	1,389	-	700	-	30	3,295	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	700	2,350	<b>3,050</b>	263	1,020	804	263	600	-	1,100	1,350	-
Drainage	50	2,350	<b>2,400</b>	-	1,272	1,023.05	55	-	-	-	2,400	-
Parks, open space and streetscapes	4,707	12,052	<b>16,759</b>	1,776	6,168	3,779	329	-	2,500	11,161	3,098	-
Off-street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	100	260	<b>360</b>	-	260	-	-	-	-	-	360	-
<b>Total infrastructure</b>	<b>5,757</b>	<b>20,838</b>	<b>26,594</b>	<b>2,065</b>	<b>11,130</b>	<b>6,995</b>	<b>647</b>	<b>1,300</b>	<b>2,500</b>	<b>12,291</b>	<b>10,503</b>	<b>-</b>
<b>Total capital works expenditure 2020/21</b>	<b>7,892</b>	<b>56,876</b>	<b>64,767</b>	<b>21,672</b>	<b>21,187</b>	<b>12,546</b>	<b>1,470</b>	<b>1,400</b>	<b>2,500</b>	<b>31,391</b>	<b>29,476</b>	<b>-</b>

	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Capital works 2021/22</b>												
<b>Property</b>												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	2,125	15,586	17,711	1,845	7,933	5,280	528	130	-	1,400	16,181	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total property</b>	<b>2,125</b>	<b>15,586</b>	<b>17,711</b>	<b>1,845</b>	<b>7,933</b>	<b>5,280</b>	<b>528</b>	<b>130</b>	<b>-</b>	<b>1,400</b>	<b>16,181</b>	<b>-</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	60	930	990	203	630	97	-	-	-	-	990	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	100	1,100	1,200	-	660	440	-	-	-	-	1,200	-
Heritage plant and equipment	-	30	30	-	-	-	30	-	-	-	30	-
Library books	-	852	852	-	682	-	170	-	-	-	852	-
Motor vehicles	-	1,025	1,025	-	1,025	-	-	-	-	-	1,025	-
<b>Total plant and equipment</b>	<b>160</b>	<b>3,937</b>	<b>4,097</b>	<b>203</b>	<b>2,996</b>	<b>537</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,097</b>	<b>-</b>
<b>Infrastructure</b>												
Roads	200	5,235	5,435	36	3,298	1,901	-	700	-	-	4,735	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	1,700	3,150	4,850	352	1,368	1,078	352	600	-	2,000	2,250	-
Drainage	350	4,282	4,632	428	2,745	1,146	-38	-	-	1,516	3,116	-
Parks, open space and streetscapes	2,092	8,021	10,113	1,457	3,277	2,942	345	-	-	6,732	3,381	-
Off-street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	100	260	360	-	260	-	-	-	-	-	360	-
<b>Total infrastructure</b>	<b>4,442</b>	<b>20,948</b>	<b>25,390</b>	<b>2,274</b>	<b>10,947</b>	<b>7,067</b>	<b>659</b>	<b>1,300</b>	<b>-</b>	<b>10,248</b>	<b>13,842</b>	<b>-</b>
<b>Total capital works expenditure 2021/21</b>	<b>6,727</b>	<b>40,471</b>	<b>47,198</b>	<b>4,321</b>	<b>21,877</b>	<b>12,884</b>	<b>1,388</b>	<b>1,430</b>	<b>-</b>	<b>11,648</b>	<b>34,120</b>	<b>-</b>

## Summary of capital works expenditure 2019-23

	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Capital works 2022/23</b>												
<b>Property</b>												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,325	17,480	<b>18,805</b>	2,069	9,318	5,780	313	200	-	1,400	17,205	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total property</b>	<b>1,325</b>	<b>17,480</b>	<b>18,805</b>	<b>2,069</b>	<b>9,318</b>	<b>5,780</b>	<b>313</b>	<b>200</b>	<b>-</b>	<b>1,400</b>	<b>17,205</b>	<b>-</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	50	700	<b>750</b>	153	474	73	-	-	-	-	750	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	50	750	<b>800</b>	-	450	300	-	-	-	-	800	-
Heritage plant and equipment	-	30	<b>30</b>	-	-	-	30	-	-	-	30	-
Library books	-	852	<b>852</b>	-	682	-	170	-	-	-	852	-
Motor vehicles	-	1,122	<b>1,122</b>	-	1,122	-	-	-	-	-	1,122	-
<b>Total plant and equipment</b>	<b>100</b>	<b>3,454</b>	<b>3,554</b>	<b>153</b>	<b>2,728</b>	<b>373</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,554</b>	<b>-</b>
<b>Infrastructure</b>												
Roads	200	5,363	<b>5,563</b>	37	3,378	1,948	-	770	-	-	4,793	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	812	3,200	<b>4,012</b>	358	1,389	1,095	358	500	-	1,000	2,512	-
Drainage	250	2,450	<b>2,700</b>	245	1,571	656	-22	-	-	550	2,150	-
Parks, open space and streetscapes	2,540	9,885	<b>12,425</b>	1,652	3,867	3,602	764	-	-	5,985	6,440	-
Off-street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	100	260	<b>360</b>	-	260	-	-	-	-	-	360	-
<b>Total infrastructure</b>	<b>3,902</b>	<b>21,158</b>	<b>25,060</b>	<b>2,292</b>	<b>10,466</b>	<b>7,300</b>	<b>1,100</b>	<b>1,270</b>	<b>-</b>	<b>7,535</b>	<b>16,255</b>	<b>-</b>
<b>Total capital works expenditure 2022/23</b>	<b>5,327</b>	<b>42,092</b>	<b>47,419</b>	<b>4,513</b>	<b>22,512</b>	<b>13,454</b>	<b>1,613</b>	<b>1,470</b>	<b>-</b>	<b>8,935</b>	<b>37,014</b>	<b>-</b>

## 2019-29 capital program

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

Project name	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Children</b>										
Bubup Nairm Cladding Rectification Works	640,000	-	-	-	-	-	-	-	-	-
Children's Centres Improvement Program	200,000	1,400,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Children's Centres Minor Capital Works	400,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>Families and young people</b>										
Adventure Playgrounds Upgrade	280,000	806,000	806,000	-	-	-	-	-	-	-
<b>Recreation</b>										
Informal Sport and Recreation Infrastructure	80,000	100,000	100,000	100,000	100,000	-	-	-	-	-
JL Murphy Reserve Pavilion Upgrade	2,747,000	-	-	-	-	-	-	-	-	-
Julier Reserve Pavilion Upgrade	100,000	80,000	3,000,000	-	-	-	-	-	-	-
Lagoon Reserve Pavilion Upgrade	75,000	100,000	4,000,000	-	-	-	-	-	-	-
Lagoon Reserve Sport Field Upgrade	125,000	2,000,000	-	-	-	-	-	-	-	-
Northport Oval Upgrade	20,000	980,000	-	-	-	-	-	-	-	-
Outdoor Fitness Station Program	60,000	107,000	107,000	-	-	-	-	-	-	-
Recreation Reserves Facilities Renewal Program	130,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
South Melbourne Life Saving Club Redevelopment	905,000	-	-	-	-	-	-	-	-	-
Sports Fields Lighting Expansion	850,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Sports Fields Upgrade Program	300,000	300,000	300,000	1,300,000	1,300,000	-	-	-	-	-
<b>Total</b>	<b>6,912,000</b>	<b>6,528,000</b>	<b>10,168,000</b>	<b>3,255,000</b>	<b>3,255,000</b>	<b>1,855,000</b>	<b>1,855,000</b>	<b>1,855,000</b>	<b>1,855,000</b>	<b>1,855,000</b>

## 2019-29 capital program

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

Project name	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Transport and parking management</b>										
Bike Infrastructure Delivery	1,292,000	600,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	500,000	500,000	500,000
Blackspot Safety Improvements	136,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Footpath Renewal Program	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Kerb and Gutter Renewal Program	425,000	425,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000
Kerferd Road Safety and Streetscape Improvements	100,000	-	2,000,000	-	-	-	-	-	-	-
Laneway Renewal and Upgrade Program	470,000	545,000	545,000	545,000	235,000	235,000	235,000	235,000	235,000	235,000
Local Area Traffic Management Infrastructure	100,000	-	-	-	-	-	-	-	-	-
Park Street Bike Link	600,000	600,000	-	-	-	-	-	-	-	-
Parking Technology Renewal and Upgrade Program	600,000	600,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Pedestrian Infrastructure Delivery	904,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
Public Space Accessibility Improvement Program	200,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Road Renewal Program	1,570,000	2,625,000	3,070,000	3,070,000	3,070,000	3,070,000	3,070,000	3,070,000	3,070,000	3,070,000
St Kilda Junction Safety Upgrade	400,000	30,000	-	-	-	-	-	-	-	-
Wellington Street Intersection Upgrades	250,000	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>7,697,000</b>	<b>7,525,000</b>	<b>10,535,000</b>	<b>8,035,000</b>	<b>7,725,000</b>	<b>7,725,000</b>	<b>7,725,000</b>	<b>7,225,000</b>	<b>7,225,000</b>	<b>7,225,000</b>





## 2019-29 capital program

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

Project name	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Amenity</b>										
Litter Bin Renewal and Expansion Program	754,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000
Plant and Equipment Renewal Program	-	350,000	490,000	350,000	-	350,000	350,000	350,000	350,000	350,000
Public Toilet Plan Implementation Program	310,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Stormwater Management Program	1,400,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Public space</b>										
Elwood Public Space Wall and Play Space	169,000	-	-	-	-	-	-	-	-	-
Foreshore Assets Renewal and Upgrade Program	400,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Gasworks Arts Park Reinstatement	500,000	2,000,000	1,885,000	-	-	-	-	-	-	-
Graham Street Skate Park Upgrade	385,000	-	-	-	-	-	-	-	-	-
JL Murphy Playspace Upgrade	400,000	200,000	-	-	-	-	-	-	-	-
Kirrip Park Development	-	5,000,000	-	-	-	-	-	-	-	-
Maritime Infrastructure Renewal Program	500,000	1,000,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Parks and Playground Renewal and Upgrade Program	1,880,000	990,000	990,000	990,000	990,000	990,000	990,000	990,000	990,000	990,000
Parks Furniture and Pathway Renewal Program	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Pocket Park Program	50,000	-	-	-	-	-	-	-	-	-
Public Space Lighting Expansion Program	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Public Space Lighting Renewal and Upgrade Program	725,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Public Space Security Improvements	800,000	1,000,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Rotary Park Play Space	350,000	-	-	-	-	-	-	-	-	-
Street Signage and Furniture Renewal Program	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
St Kilda Pier Foreshore	130,000	-	-	-	-	-	-	-	-	-
Tram Infrastructure Partnership Delivery	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
<b>Total</b>	<b>9,863,000</b>	<b>14,580,000</b>	<b>8,855,000</b>	<b>6,830,000</b>	<b>6,480,000</b>	<b>6,830,000</b>	<b>6,830,000</b>	<b>6,830,000</b>	<b>6,830,000</b>	<b>6,830,000</b>

## Strategic Direction 5: We thrive by harnessing creativity

Project name	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Art, culture and heritage</b>										
Art Acquisition	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Gasworks Theatre Seats Replacement	280,000	-	-	-	-	-	-	-	-	-
Palais Theatre Renewal and Upgrades	1,280,000	-	-	-	-	-	-	-	-	-
South Melbourne Town Hall Ramp	320,000	-	-	-	-	-	-	-	-	-
South Melbourne Town Hall Building Renewal Works	3,690,000	3,240,000	-	-	-	-	-	-	-	-
<b>Libraries</b>										
Library Purchases	852,000	852,000	852,000	852,000	852,000	852,000	852,000	852,000	852,000	852,000
Library Radio Frequency Identification Equipment Replacement	320,000	-	-	-	-	-	-	-	-	-
St Kilda Library Redevelopment	-	250,000	300,000	350,000	5,000,000	5,000,000	-	-	-	-
<b>South Melbourne Market</b>										
South Melbourne Market Building Compliance	1,200,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
South Melbourne Market Renewal Program	512,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
South Melbourne Market Stall Changeover Refits	215,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
<b>Total</b>	<b>8,699,000</b>	<b>5,197,000</b>	<b>2,007,000</b>	<b>2,057,000</b>	<b>6,707,000</b>	<b>6,707,000</b>	<b>1,707,000</b>	<b>1,707,000</b>	<b>1,707,000</b>	<b>1,707,000</b>

## 2019-29 capital program

### Strategic Direction 6: Our commitment to you

Project name	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Asset management</b>										
Building Renewal and Upgrade Program	3,270,000	2,780,000	2,780,000	2,780,000	2,780,000	2,780,000	2,780,000	2,780,000	2,780,000	2,780,000
Building Safety and Accessibility Program	2,120,000	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Workplace Plan Implementation	1,800,000	500,000	500,000	-	-	-	-	-	-	-
<b>Finance and project management</b>										
Council Fleet Renewal Program	1,217,000	1,194,000	1,025,000	1,122,000	1,404,000	1,604,000	1,482,000	1,062,000	1,122,000	1,482,000
<b>Technology</b>										
Core IT Infrastructure Renewal and Upgrade Program	500,000	500,000	1,200,000	800,000	800,000	800,000	1,200,000	800,000	800,000	800,000
<b>Total</b>	<b>8,907,000</b>	<b>6,974,000</b>	<b>7,005,000</b>	<b>6,202,000</b>	<b>6,484,000</b>	<b>6,684,000</b>	<b>6,962,000</b>	<b>6,142,000</b>	<b>6,202,000</b>	<b>6,562,000</b>

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Budget capacity	-	1,342,000	1,816,000	15,792,000	14,132,000	15,130,000	20,256,000	21,764,000	22,302,000	22,608,000
Indexation for inflation	-	1,257,000	1,913,000	2,948,000	4,133,000	5,249,000	6,441,000	7,643,000	8,972,000	10,383,000
<b>Grant Total</b>	<b>44,689,000</b>	<b>64,768,000</b>	<b>47,198,000</b>	<b>47,419,000</b>	<b>50,117,000</b>	<b>51,380,000</b>	<b>52,976,000</b>	<b>54,366,000</b>	<b>56,294,000</b>	<b>58,370,000</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.

## 2019-23 operating projects

Service	Project name	2019/20	2020/21	2021/22	2022/23
<b>Strategic Direction 1: We embrace difference and people belong</b>					
<b>Affordable housing and homelessness</b>	In Our Backyard Strategy Implementation	200,000	40,000	-	-
<b>Ageing and accessibility</b>	Aged Care Transition Service Review	-	25,000	25,000	-
<b>Children</b>	Children's Services Policy Development	200,000	200,000	-	-
<b>Community programs and facilities</b>	Health and Wellbeing Strategy Implementation	129,000	100,000	100,000	-
<b>Families and Young People</b>	Youth Places Feasibility	40,000	-	-	-
<b>Recreation</b>	Sports Playing Field Renewal Program	335,000	285,000	200,000	200,000
		<b>904,000</b>	<b>650,000</b>	<b>325,000</b>	<b>200,000</b>
<b>Strategic Direction 2: We are connected and it's easy to move around</b>					
<b>Transport and parking management</b>	Domain Precinct and Melbourne Metro Management	680,000	672,000	672,000	672,000
	Fishermans Bend Parking Controls Implementation	28,000	-	-	-
	Integrated Transport Strategy Implementation	310,000	235,000	115,000	235,000
		<b>1,018,000</b>	<b>907,000</b>	<b>787,000</b>	<b>907,000</b>
<b>Strategic Direction 3: We have smart solutions for a sustainable future</b>					
<b>Sustainability</b>	Sustainable Environment Strategy Implementation	570,000	360,000	210,000	260,000
	Elster Creek Flood Response Advocacy & Mitigation	185,000	1,020,000	120,000	-
	Energy Efficient Street Lighting Upgrade	-	973,000	973,000	-
	Foreshore Vegetation Upgrade Program	150,000	150,000	150,000	150,000
	Greening Port Phillip Strategy Implementation	640,000	640,000	640,000	640,000
	Sustainable City Community Action Plan Implementation	300,000	300,000	-	-
<b>Waste management</b>	Waste Strategy Implementation	888,000	822,000	291,000	-
	Sustainability Hub and Future Depots	340,000	-	-	-
		<b>3,073,000</b>	<b>4,265,000</b>	<b>2,384,000</b>	<b>1,050,000</b>

## 2019-23 operating projects

Service category	Project name	2019/20	2020/21	2021/22	2022/23
<b>Strategic Direction 4: We are growing but keeping our character</b>					
<b>Amenity</b>	Visitor Summer Management Signage	100,000	-	-	-
<b>City planning and urban design</b>	Heritage Program Development and Implementation	90,000	50,000	-	-
	Fishermans Bend Program	425,000	-	-	-
	South Melbourne Precinct Planning and Design Controls	70,000	70,000	60,000	-
<b>Public space</b>	Middle Park Beach Renourishment	400,000	423,000	-	-
	Public Spaces Strategy Development	195,000	-	-	-
	Site Contamination Management Program	300,000	380,000	-	-
	St Kilda Marina	180,000	75,000	-	-
		<b>1,660,000</b>	<b>998,000</b>	<b>60,000</b>	<b>-</b>
<b>Strategic Direction 5: We thrive by harnessing creativity</b>					
<b>Arts, culture and heritage</b>	Creative and Prosperous City Strategy Implementation	460,000	440,000	290,000	-
<b>Economic development and tourism</b>	Carlisle Street Carparks Strategy	150,000	100,000	100,000	-
	Placemaking Program	375,000	375,000	300,000	-
<b>South Melbourne Market</b>	South Melbourne Market Strategic Business Case	100,000	-	-	-
		<b>1,085,000</b>	<b>915,000</b>	<b>690,000</b>	<b>-</b>
<b>Strategic Direction 6: Our commitment to you</b>					
<b>Asset and property management</b>	Elwood Foreshore Facilities Strategy	150,000	-	-	-
	Standard Drawings and Designs	150,000	150,000	150,000	-
	Workplace Plan	100,000	-	-	-
<b>Customer experience</b>	Customer Experience Program	11,235,000	6,100,000	2,000,000	2,000,000
<b>Governance, risk and policy</b>	Council Plan and Budget Community Engagement	35,000	75,000	35,000	35,000
<b>People, culture and capability</b>	Enterprise Agreement	73,000	-	-	-
	Health and Safety Improvement Project	140,000	60,000	50,000	-
<b>Technology</b>	Business Enablement Fund	150,000	150,000	150,000	150,000
		<b>12,033,000</b>	<b>6,545,000</b>	<b>2,385,000</b>	<b>2,185,000</b>
<b>Grant Total</b>		<b>19,872,000</b>	<b>14,280,000</b>	<b>6,631,000</b>	<b>4,342,000</b>



## Schedule of reserve movements

Cash backed reserves	Notes	1 July 2018 Opening balance \$'000	2018/19		Closing balance \$'000
			Replenish reserves \$'000	Reserves drawdown \$'000	
<b>Statutory reserves</b>					
Open space contributions (Resort and Recreation Levy)					
- Open space contributions excluding FBURA		23,923	4,445	(3,491)	24,877
- Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-
Total open space contributions (Resort and Recreation Levy)					
		23,923	4,445	(3,491)	24,877
- Car parking reserve		1,792	-	-	1,792
- Developer contributions - Port Melbourne		213	-	(163)	50
- Trust funds and deposits	1	5,508	137	-	5,645
<b>Total statutory reserves</b>		<b>31,436</b>	<b>4,582</b>	<b>(3,654)</b>	<b>32,364</b>
<b>Non-statutory reserves</b>					
<b>Contractual reserves</b>					
- Child care infrastructure		5,177	899	(720)	5,356
- Middle Park Beach nourishment		1,243	30	(50)	1,223
- Tied grants		3,439	2,561	(2,616)	3,384
- ANAM Building Maintenance (South Melbourne Town Hall)		60	60	(163)	(43)
- Project deferrals		7,122	3,855	(7,122)	3,855
<b>Total contractual reserves</b>		<b>17,041</b>	<b>7,405</b>	<b>(10,671)</b>	<b>13,775</b>
<b>Strategic reserves</b>					
- Palais Theatre		2,048	895	(234)	2,709
- Strategic Property Fund		1,981	720	-	2,701
- In Our Backyard (Affordable Housing)		1,500	500	-	2,000
- Other		6,758	927	(3,711)	3,974
<b>Total strategic reserves</b>		<b>12,287</b>	<b>3,042</b>	<b>(3,945)</b>	<b>11,384</b>
<b>General reserves</b>					
- Debt Redemption		-	-	-	-
- Internal Borrowing - Fishermans Bend Investments		(9,651)	1,832	(2,590)	(10,409)
- Asset Renewal Fund and Risk	2	10,794	1,650	-	12,444
- Smart Technology Fund		-	-	-	-
- Municipal Growth Reserve (incl Fishermans Bend)	3	600	1,800	-	2,400
- Rates Cap Challenge	4	650	3,050	-	3,700
<b>Total General Reserves</b>		<b>2,393</b>	<b>8,332</b>	<b>(2,590)</b>	<b>8,135</b>
<b>Total Non-Statutory Reserves</b>		<b>31,721</b>	<b>18,779</b>	<b>(17,206)</b>	<b>33,294</b>
<b>Total Cash-backed Reserves</b>		<b>63,157</b>	<b>23,361</b>	<b>(20,860)</b>	<b>65,658</b>

### Notes to reserves

**1. 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.

**2. Asset Renewal Fund (including Smart Technology Fund)** - For funding of future asset renewals and projects related to Smart Technology.

**3. Rates Cap Challenge** - Over the life of the 10-Year Financial Plan, Council is expected to face a rates cap challenge as outlined 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.

2019/20			2020/21			2021/22			2022/23		
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
4,160	(5,862)	23,175	4,160	(5,971)	21,364	4,160	(6,363)	19,161	4,160	(6,535)	16,786
-	-	-	-	-	-	-	-	-	-	-	-
4,160	(5,862)	23,175	4,160	(5,971)	21,364	4,160	(6,363)	19,161	4,160	(6,535)	16,786
-	-	1,792	-	-	1,792	-	-	1,792	-	-	1,792
-	(50)	-	-	-	-	-	-	-	-	-	-
141	-	5,786	131	-	5,917	142	-	6,059	148	-	6,207
<b>4,301</b>	<b>(5,912)</b>	<b>30,753</b>	<b>4,291</b>	<b>(5,971)</b>	<b>29,073</b>	<b>4,302</b>	<b>(6,363)</b>	<b>27,012</b>	<b>4,308</b>	<b>(6,535)</b>	<b>24,785</b>
935	(1,020)	5,271	956	(1,600)	4,627	979	(1,400)	4,206	1,003	(1,400)	3,809
30	(400)	853	27	(423)	457	16	-	473	16	-	489
-	(2,684)	700	-	(700)	-	-	-	-	-	-	-
60	-	17	60	-	77	60	-	137	60	-	197
-	(3,855)	-	-	-	-	-	-	-	-	-	-
<b>1,025</b>	<b>(7,959)</b>	<b>6,841</b>	<b>1,043</b>	<b>(2,723)</b>	<b>5,161</b>	<b>1,055</b>	<b>(1,400)</b>	<b>4,816</b>	<b>1,079</b>	<b>(1,400)</b>	<b>4,495</b>
892	(1,280)	2,321	913	-	3,234	935	-	4,169	958	-	5,127
378	-	3,079	-	-	3,079	-	-	3,079	-	-	3,079
-	-	2,000	-	-	2,000	-	-	2,000	-	-	2,000
3,482	(2,192)	5,264	1,000	(3,130)	3,134	1,000	(3,885)	249	1,000	(1,000)	249
<b>4,752</b>	<b>(3,472)</b>	<b>12,664</b>	<b>1,913</b>	<b>(3,130)</b>	<b>11,447</b>	<b>1,935</b>	<b>(3,885)</b>	<b>9,497</b>	<b>1,958</b>	<b>(1,000)</b>	<b>10,455</b>
-	-	-	-	(17,500)	(17,500)	500	-	(17,000)	500	-	(16,500)
1,698	(420)	(9,131)	3,908	(3,190)	(8,413)	5,448	-	(2,965)	3,908	-	943
1,450	(2,300)	11,594	800	-	12,394	600	(400)	12,594	500	-	13,094
-	(8,800)	(8,800)	800	(3,700)	(11,700)	400	-	(11,300)	1,000	-	(10,300)
354	-	2,754	378	-	3,132	395	-	3,527	425	-	3,952
1,400	-	5,100	1,320	(400)	6,020	2,500	(8,500)	20	500	-	520
<b>4,902</b>	<b>(11,520)</b>	<b>1,517</b>	<b>7,206</b>	<b>(24,790)</b>	<b>(16,067)</b>	<b>9,843</b>	<b>(8,900)</b>	<b>(15,124)</b>	<b>6,833</b>	<b>-</b>	<b>(8,291)</b>
<b>10,679</b>	<b>(22,951)</b>	<b>21,022</b>	<b>10,162</b>	<b>(30,643)</b>	<b>541</b>	<b>12,833</b>	<b>(14,185)</b>	<b>(811)</b>	<b>9,870</b>	<b>(2,400)</b>	<b>6,659</b>
<b>14,980</b>	<b>(28,863)</b>	<b>51,775</b>	<b>14,453</b>	<b>(36,614)</b>	<b>29,614</b>	<b>17,135</b>	<b>(20,548)</b>	<b>26,201</b>	<b>14,178</b>	<b>(8,935)</b>	<b>31,444</b>



## Schedule of reserve movements

	Notes	2023/24			2024/25		
		Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000
Cash backed reserves							
<b>Statutory reserves</b>							
Open space contributions (Resort and Recreation Levy)							
- Open space contributions excluding FBURA		4,160	(5,450)	15,496	4,160	(5,450)	14,206
- Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-	-	-
Total open space contributions (Resort and Recreation Levy)		4,160	(5,450)	15,496	4,160	(5,450)	14,206
- Car parking reserve	1	-	-	1,792	-	-	1,792
- Developer contributions - Port Melbourne		-	-	-	-	-	-
- Trust funds and deposits		152	-	6,359	156	-	6,515
<b>Total statutory reserves</b>		<b>4,312</b>	<b>(5,450)</b>	<b>23,647</b>	<b>4,316</b>	<b>(5,450)</b>	<b>22,513</b>
<b>Non-statutory reserves</b>							
<b>Contractual reserves</b>							
- Child care infrastructure		1,028	(1,350)	3,487	1,053	(1,350)	3,190
- Middle Park Beach nourishment		17	-	506	17	-	523
- Tied grants		-	-	-	-	-	-
- ANAM Building Maintenance (South Melbourne Town Hall)		60	(60)	197	60	(60)	197
- Project deferrals		-	-	-	-	-	-
<b>Total contractual reserves</b>		<b>1,105</b>	<b>(1,410)</b>	<b>4,190</b>	<b>1,130</b>	<b>(1,410)</b>	<b>3,910</b>
<b>Strategic reserves</b>							
- Palais Theatre		982	-	6,109	1,007	-	7,116
- Strategic Property Fund		-	-	3,079	-	-	3,079
- <b>In Our Backyard</b> (Affordable Housing)		-	-	2,000	-	-	2,000
- Other		1,000	(1,000)	249	1,000	(1,000)	249
<b>Total strategic reserves</b>		<b>1,982</b>	<b>(1,000)</b>	<b>11,437</b>	<b>2,007</b>	<b>(1,000)</b>	<b>12,444</b>
<b>General reserves</b>							
- Debt Redemption		500	-	(16,000)	500	-	(15,500)
- Internal Borrowing - Fishermans Bend Investments		3,908	(1,980)	2,871	2,168	-	5,039
- Asset Renewal Fund and Risk	2	500	-	13,594	-	(400)	13,194
- Smart Technology Fund		1,200	-	(9,100)	1,000	-	(8,100)
- Municipal Growth Reserve (incl Fishermans Bend)	3	448	-	4,400	472	-	4,872
- Rates Cap Challenge	4	600	-	1,120	-	(300)	820
<b>Total general reserves</b>		<b>7,156</b>	<b>(1,980)</b>	<b>(3,115)</b>	<b>4,140</b>	<b>(700)</b>	<b>325</b>
<b>Total non-statutory reserves</b>		<b>10,243</b>	<b>(4,390)</b>	<b>12,512</b>	<b>7,277</b>	<b>(3,110)</b>	<b>16,679</b>
<b>Total cash-backed reserves</b>		<b>14,555</b>	<b>(9,840)</b>	<b>36,159</b>	<b>11,593</b>	<b>(8,560)</b>	<b>39,192</b>

### Notes to reserves

1. **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.

2. **Asset Renewal Fund (including Smart Technology 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.

2025/26			2026/27			2027/28			2028/29		
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
4,160	(5,450)	12,916	4,160	(5,450)	11,626	4,160	(5,450)	10,336	4,160	(5,450)	9,046
-	-	-	-	-	-	-	-	-	-	-	-
4,160	(5,450)	12,916	4,160	(5,450)	11,626	4,160	(5,450)	10,336	4,160	(5,450)	9,046
-	-	1,792	-	-	1,792	-	-	1,792	-	-	1,792
-	-	-	-	-	-	-	-	-	-	-	-
160	-	6,675	164	-	6,839	168	-	7,007	172	-	7,179
<b>4,320</b>	<b>(5,450)</b>	<b>21,383</b>	<b>4,324</b>	<b>(5,450)</b>	<b>20,257</b>	<b>4,328</b>	<b>(5,450)</b>	<b>19,135</b>	<b>4,332</b>	<b>(5,450)</b>	<b>18,017</b>
1,079	(1,350)	2,919	1,105	(1,350)	2,674	1,132	(1,350)	2,456	1,160	(1,350)	2,266
18	-	541	18	-	559	19	-	578	20	-	598
-	-	-	-	-	-	-	-	-	-	-	-
60	(60)	197	60	(60)	197	60	(60)	197	60	(60)	197
-	-	-	-	-	-	-	-	-	-	-	-
<b>1,157</b>	<b>(1,410)</b>	<b>3,657</b>	<b>1,183</b>	<b>(1,410)</b>	<b>3,430</b>	<b>1,211</b>	<b>(1,410)</b>	<b>3,231</b>	<b>1,240</b>	<b>(1,410)</b>	<b>3,061</b>
1,032	-	8,148	1,058	-	9,206	1,084	-	10,290	1,111	-	11,402
-	-	3,079	-	-	3,079	-	-	3,079	-	-	3,079
-	-	2,000	-	-	2,000	-	-	2,000	-	-	2,000
1,000	(1,000)	249	1,000	(1,000)	249	1,000	(1,000)	249	1,000	(1,000)	249
<b>2,032</b>	<b>(1,000)</b>	<b>13,476</b>	<b>2,058</b>	<b>(1,000)</b>	<b>14,534</b>	<b>2,084</b>	<b>(1,000)</b>	<b>15,618</b>	<b>2,111</b>	<b>(1,000)</b>	<b>16,730</b>
500	-	(15,000)	500	-	(14,500)	500	-	(14,000)	500	-	(13,500)
2,168	-	7,207	2,168	-	9,375	2,168	-	11,543	6,600	-	18,143
300	-	13,494	-	(100)	13,394	-	(200)	13,194	-	(950)	12,244
1,000	-	(7,100)	500	-	(6,600)	700	-	(5,900)	800	-	(5,100)
496	-	5,368	526	-	5,894	562	-	6,456	594	-	7,050
250	-	1,070	1,450	(100)	2,420	1,400	-	3,820	-	(2,300)	1,520
<b>4,714</b>	<b>-</b>	<b>5,039</b>	<b>5,144</b>	<b>(200)</b>	<b>9,983</b>	<b>5,330</b>	<b>(200)</b>	<b>15,113</b>	<b>8,494</b>	<b>(3,250)</b>	<b>20,357</b>
<b>7,903</b>	<b>(2,410)</b>	<b>22,172</b>	<b>8,385</b>	<b>(2,610)</b>	<b>27,947</b>	<b>8,625</b>	<b>(2,610)</b>	<b>33,962</b>	<b>11,845</b>	<b>(5,660)</b>	<b>40,148</b>
<b>12,223</b>	<b>(7,860)</b>	<b>43,555</b>	<b>12,709</b>	<b>(8,060)</b>	<b>48,204</b>	<b>12,953</b>	<b>(8,060)</b>	<b>53,097</b>	<b>16,177</b>	<b>(11,110)</b>	<b>58,165</b>

**3. Municipal Growth Reserve (including Fisherman's Bend)** - Gradual built up of this reserve is required over time to enable funding of significant large projects. Specifically, 5% of Fisherman's Bend derived rates are quarantined to this reserve to enable Council to invest in catalytic FB investments.

**4. 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								
	\$,000	\$,000	\$,000								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Staff expenditure</b>											
Employee costs - operating	92,078	96,637	98,085	99,939	102,485	106,149	109,894	114,191	118,171	122,291	126,556
Employee costs - capital	1,595	1,967	2,017	2,072	2,229	2,291	2,354	2,419	2,585	2,657	2,730
<b>Total staff expenditure</b>	<b>93,673</b>	<b>98,604</b>	<b>100,103</b>	<b>102,011</b>	<b>104,714</b>	<b>108,440</b>	<b>112,248</b>	<b>116,610</b>	<b>120,757</b>	<b>124,948</b>	<b>129,286</b>
<b>Equivalent full-time (EFT)</b>											
<b>Staff numbers</b>											
Employees	886	883	868	863	864	866	870	875	881	887	893
<b>Total staff numbers</b>	<b>886</b>	<b>883</b>	<b>868</b>	<b>863</b>	<b>864</b>	<b>866</b>	<b>870</b>	<b>875</b>	<b>881</b>	<b>887</b>	<b>893</b>

## Summary of planned human resources

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Staff expenditure</b>											
Office of Chief Executive	5,971	6,177	6,366	6,569	6,782	7,002	7,230	7,465	7,708	7,959	8,218
Community and Economic Development	28,061	28,962	29,946	31,006	32,119	33,272	34,466	35,702	36,983	38,310	39,684
Infrastructure and Amenity	20,832	22,502	23,261	24,077	24,934	25,822	26,741	27,693	28,679	29,699	30,756
Customer and Corporate Services	14,814	15,712	16,175	16,675	17,199	17,740	18,298	18,875	19,469	20,083	20,716
City Strategy and Sustainable Development	10,827	12,618	13,032	13,478	13,946	14,431	14,933	15,452	15,989	16,544	17,120
<b>Total permanent operating staff expenditure</b>	<b>80,505</b>	<b>85,971</b>	<b>88,780</b>	<b>91,805</b>	<b>94,981</b>	<b>98,266</b>	<b>101,668</b>	<b>105,187</b>	<b>108,828</b>	<b>112,596</b>	<b>116,494</b>
Casual labour	1,341	932	956	982	1,009	1,037	1,065	1,095	1,125	1,156	1,188
Other labour (agency staff, maternity leave, FBT)	10,232	9,734	8,350	7,152	6,496	6,846	7,161	7,909	8,219	8,539	8,874
Capital employee costs	1,595	1,967	2,017	2,072	2,229	2,291	2,354	2,419	2,585	2,657	2,730
<b>Total staff expenditure</b>	<b>93,673</b>	<b>98,604</b>	<b>100,103</b>	<b>102,011</b>	<b>104,714</b>	<b>108,440</b>	<b>112,248</b>	<b>116,610</b>	<b>120,757</b>	<b>124,948</b>	<b>129,286</b>

	Forecast \$,000	Budget \$,000	Projections \$,000								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Staff numbers</b>	<b>Equivalent full-time (EFT)</b>										
<b>Chief Executive Officer</b>											
- Full time	44	42	42	42	43	43	43	43	44	44	44
- Part time	18	22	22	22	22	22	22	22	22	22	22
<b>Total</b>	<b>62</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>66</b>	<b>66</b>
<b>Community and Economic Development</b>											
- Full time	178	155	145	146	147	149	148	148	148	150	150
- Part time	144	149	152	153	154	155	158	161	163	164	166
<b>Total</b>	<b>322</b>	<b>304</b>	<b>297</b>	<b>299</b>	<b>301</b>	<b>304</b>	<b>306</b>	<b>309</b>	<b>311</b>	<b>314</b>	<b>316</b>
<b>Infrastructure and Amenity</b>											
- Full time	207	215	215	214	214	216	218	219	221	223	225
- Part time	17	19	19	19	19	19	19	19	19	19	19
<b>Total</b>	<b>224</b>	<b>234</b>	<b>234</b>	<b>232</b>	<b>233</b>	<b>235</b>	<b>236</b>	<b>238</b>	<b>240</b>	<b>242</b>	<b>243</b>
<b>Customer and Corporate Services</b>											
- Full time	118	115	111	107	105	104	104	104	104	105	105
- Part time	25	30	30	30	30	30	30	30	30	30	30
<b>Total</b>	<b>143</b>	<b>145</b>	<b>141</b>	<b>138</b>	<b>136</b>	<b>134</b>	<b>134</b>	<b>134</b>	<b>134</b>	<b>135</b>	<b>136</b>
<b>City Strategy and Sustainable Development</b>											
- Full time	102	93	93	93	93	92	92	92	93	94	95
- Part time	7	16	16	16	16	16	16	16	16	16	16
<b>Total</b>	<b>109</b>	<b>109</b>	<b>108</b>	<b>109</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>109</b>	<b>110</b>	<b>111</b>
Casual and other	10	10	10	10	10	10	10	10	10	10	10
Capital employees	17	17	14	11	11	11	11	11	11	11	11
<b>Total staff numbers</b>	<b>886</b>	<b>883</b>	<b>868</b>	<b>863</b>	<b>864</b>	<b>866</b>	<b>870</b>	<b>875</b>	<b>881</b>	<b>887</b>	<b>893</b>

## Operating grants

Operating grant funding types and source	Budget	Forecast	Budget	Variance
	\$,000	\$,000	\$,000	
	2018/19	2018/19	2019/20	\$,000
<b>Recurrent - Commonwealth Government</b>				
Victoria Grants Commission	1,325	2,715	1,427	(1,288)
Recreation	30	30	30	0
Community health	436	473	598	125
General home care	2,733	2,849	2,897	48
<b>Recurrent - State Government</b>				
Community health	174	320	256	(64)
Family and children	753	814	783	(31)
General home care	1,090	1,173	698	(475)
Libraries	708	696	696	0
Maternal and child health	814	814	878	64
Recreation	53	53	53	0
School crossing supervisors	125	125	144	19
Street and beach cleaning	298	298	293	(5)
<b>Total recurrent grants</b>	<b>8,539</b>	<b>10,360</b>	<b>8,753</b>	<b>(1,607)</b>
<b>Non-recurrent - Commonwealth Government</b>				
Family and children	31	37	36	(1)
<b>Non-recurrent - State Government</b>				
Arts	0	42	20	(22)
Community Health	103	404	0	(404)
Family and Children	20	20	21	1
Recreation	0	215	0	(215)
Indigenous Affairs	0	76	0	(76)
Transport	540	544	600	56
<b>Total non-recurrent grants</b>	<b>694</b>	<b>1,338</b>	<b>677</b>	<b>(661)</b>
<b>Total operating grants</b>	<b>9,233</b>	<b>11,698</b>	<b>9,430</b>	<b>(2,268)</b>

## Capital grants

Capital grant funding types and source	Budget \$,000	Forecast \$,000	Budget \$,000	Variance \$,000
	2018/19	2018/19	2019/20	
<b>Recurrent - Commonwealth Government</b>				
Roads	344	280	300	20
<b>Total recurrent grants</b>	<b>344</b>	<b>280</b>	<b>300</b>	<b>20</b>
<b>Non-recurrent - Commonwealth Government</b>				
Roads	534	0	136	136
<b>Non-recurrent - State Government</b>				
Buildings	1,600	2,607	1,123	(1,484)
Drainage	255	255	0	(255)
Footpaths and Cycleways	290	0	977	977
Parks, Open Space and Streetscape	115	1,092	0	(1,092)
Roads	140	140	50	(90)
<b>Total non-recurrent grants</b>	<b>2,934</b>	<b>4,094</b>	<b>2,286</b>	<b>(1,808)</b>
<b>Total capital grants</b>	<b>3,278</b>	<b>4,374</b>	<b>2,586</b>	<b>(1,788)</b>

## Statement of borrowings

	Forecast \$,000	Budget \$,000
	2018/19	2019/20
Total amount to be borrowed as at 30 June of the prior year	8,175	8,165
Total amount to be borrowed	500	492
Total amount projected to be redeemed	(510)	(670)
<b>Total amount proposed to be borrowed as at 30 June</b>	<b>8,165</b>	<b>7,987</b>

## MEASURING PERFORMANCE

Our directions in this Council Plan outline outcome and service measures to monitor progress. Under the **Local Government Act 1989** and **Local Government (Planning and Reporting) Regulations 2014** there are prescribed indicators for local government in Victoria. The prescribed service performance indicators are reflected in Section 1: Port Phillip Today and Tomorrow.

Additionally, there are prescribed sustainable capacity and financial performance indicators. These measures provide insight into the effectiveness of our financial management and our capacity to meet the needs of our community in the future.

## Sustainable capacity indicators

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

Indicator / measure	Result	Result	Result	Budget	Projection
	2015/16	2016/17	2017/18	2019/20	2020/21
<b>Population</b>					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,737.12	\$1,818.52	\$1,960.69	\$1,940.15	\$1,911.01
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$5,528.54	\$5,5739.61	\$5,659.57	\$5,534.64	\$5,562.60
Population density per length of road [Municipal population / Kilometres of local roads]	396.77	401.75	416.59	456.17	465.22
<b>Own-source revenue</b>					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,668.41	\$1,730.46	\$1,785.99	\$1,740.05	\$1,765.81
<b>Recurrent grants</b>					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$85.52	\$110.68	\$100.75	\$79.51	\$91.16
<b>Disadvantage</b>					
Relative Socioeconomic Disadvantage [Index of Relative Socioeconomic Disadvantage by decile]	10.00	10.00	10.00	10.00	10.00

### 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



## Measuring performance

### Service performance indicators




All service performance measures and indicators are included under Section 1: Port Phillip Today and Tomorrow.

## Financial performance indicators

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

Indicator / measure	notes	Forecast	Budget	Projections									Trend	
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29		
<b>Operating position</b>														
Adjusted underlying result														
Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(2.8%)	(6.6%)	(2.9%)	1.1%	2.5%	2.7%	2.8%	3.3%	3.3%	3.5%	3.7%	↑	
<b>Liquidity</b>														
Working capital														
Current assets / current liabilities	2	263.0%	223.2%	142.5%	157.9%	168.4%	176.7%	181.4%	188.3%	195.1%	202.3%	209.4%	→	
Unrestricted cash														
Unrestricted cash / current liabilities		52.5%	51.5%	44.7%	53.2%	54.5%	55.1%	56.4%	57.2%	57.8%	58.7%	59.5%	→	
<b>Obligations</b>														
Loans and borrowings														
Interest bearing loans and borrowings / rate revenue	3	6.5%	6.2%	6.0%	0.4%	0.5%	0.5%	0.5%	0.5%	0.4%	0.4%	0.4%	↑	
Loans and borrowings														
Interest and principal repayments / rate revenue		0.7%	0.9%	0.8%	6.0%	0.3%	0.3%	0.3%	0.3%	0.2%	0.2%	0.2%	↑	
Indebtedness														
Non-current liabilities / own source revenue		5.1%	4.9%	1.3%	1.3%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%	↑	
Asset renewal														
Asset renewal expenditure / depreciation	4	73.9%	74.1%	81.9%	81.4%	80.6%	84.8%	83.8%	83.4%	82.5%	82.5%	82.6%	↑	




### 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

## Measuring performance

Indicator / measure	notes	Forecast	Budget	Projections									Trend
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
<b>Stability</b>													
Rates concentration													
Rate revenue / adjusted underlying revenue	5	59.1%	59.8%	59.5%	60.1%	60.5%	60.8%	60.9%	61.2%	61.4%	61.6%	61.8%	↓
Rates effort													
Rate revenue / property values (CIV)		0.19%	0.19%	0.19%	0.18%	0.18%	0.18%	0.18%	0.18%	0.18%	0.18%	0.18%	→
<b>Efficiency</b>													
Expenditure level													
Total expenditure / no. of assessments		2,934	3,070	3,068	2,984	2,984	3,029	3,088	3,126	3,185	3,238	3,292	→
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 rates revenue / no. of residential assessments		1,582	1,613	1,641	1,672	1,705	1,738	1,771	1,806	1,841	1,876	1,913	↑
Workforce turnover													
No. of resignation and 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 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 2018/19 to 2020/21 are due to the \$22 million 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 2019/20 and 2022/23 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 2019/20 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.

## Linking our initiatives to strategies and plans

### Strategic Direction 1:

### We embrace difference, and people belong

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Childcare Policy (under review)</b>	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.	2019/20	\$1,311,179
		2020/21	\$1,342,778
		2021/22	\$1,375,676
		2022/23	\$1,375,676
<b>Disability Policy</b>	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.		
<b>Family, Youth and Children Collaborative Practice Framework</b>	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.	2019/20	\$143,411
		2020/21	\$146,265
		2021/22	\$124,236
		2022/23	\$124,236
<b>Family Youth and Children Strategy 2014-2019</b>	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.	2019/20	\$1,400,000
		2020/21	\$1,800,000
		2021/22	\$1,400,000
		2022/23	\$1,400,000
<b>Friends of Suai Strategic Plan 2010-2020</b>	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.	2019/20	\$50,000
		2020/21	\$50,000
		2021/22	\$50,000
		2022/23	\$50,000
<b>Health and Wellbeing Plan 2017-21</b>	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 including development of a multi-agency public drinking strategic response, undertaking a community safety audit and evaluating the Homelessness Action Strategy.	2019/20	\$129,000
		2020/21	\$100,000
		2021/22	\$100,000
		2022/23	\$0
<b>Homelessness Action Strategy 2015-2020</b>	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 Affordable housing and homelessness and Community programs and facilities services.		

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>In Our Backyard - Growing Affordable Housing in Port Phillip 2015-2025</b>	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 to support new projects and an expression of interest for making Council land in Marlborough Street ready for release to the community housing development market.	2019/20	\$700,000
		2020/21	\$540,000
		2021/22	\$500,000
		2022/23	\$500,000
<b>Middle Years Commitment and Action Plan 2014-2019</b>	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. Funding is for upgrading Council-owned Adventure Playgrounds.	2019/20	\$280,000
		2020/21	\$280,000
		2021/22	\$806,000
		2022/23	\$0
<b>Protocol for Assisting People Who Sleep Rough 2012</b>	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 affordable housing and homelessness service.		
<b>Reconciliation Action Plan 2017</b>	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 community programs and facilities service.		
<b>Social Justice Charter 2013 (including Social Justice Action Plan)</b>	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 Community programs and facilities service.	2019/20	\$879,686
		2020/21	\$900,886
		2021/22	\$922,958
		2022/23	\$922,958
<b>Sport and Recreation Strategy 2015-2024</b>	Supports the planning and provision of recreation and sport facilities and services to the local community. Funding is for redeveloping the South Melbourne Life Saving Club, upgrading Peanut Farm and JL Murphy pavilions, and North Port Oval, renewing and upgrading sports playing fields and lighting.	2019/20	\$5,727,000
		2020/21	\$4,407,000
		2021/22	\$8,162,000
		2022/23	\$2,055,000
<b>Youth Commitment and Action Plan 2014-2019</b>	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.	2019/20	\$153,847
		2020/21	\$116,591
		2021/22	\$119,447
		2022/23	\$119,447
<b>Other initiatives not specifically aligned to a strategy</b>	Funding is for reviewing Council's role in aged care and disability support services.	2019/20	\$0
		2020/21	\$25,000
		2021/22	\$25,000
		2022/23	\$0

## Linking our initiatives to strategies and plans

### Strategic Direction 2:

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Move, Connect, Live: Integrated Transport Strategy 2018-28</b>	<p>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 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.</p> <p>The Integrated Transport Strategy was adopted in September 2018.</p>	2019/20	\$5,399,500
		2020/21	\$3,837,000
		2021/22	\$5,787,000
		2022/23	\$3,407,000
<b>Access Plan 2013-2018</b>	<p>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.</p> <p>Funding is allocated for public space accessibility improvements.</p>	2019/20	\$200,000
		2020/21	\$350,000
		2021/22	\$350,000
		2022/23	\$350,000
<b>Car Share Policy 2016-2021</b>	<p>Defines the benefits of car share to members, the local community and Council, and encourages the expansion of car share across the municipality.</p> <p>This policy is delivered primarily through the budget and activity of the <b>Transport and Parking Management</b> service.</p>		
<b>Parking Permit Policy 2001</b>	<p>Provides guidelines for residents, visitors, members of community service organisations, disabled residents, trade persons and businesses for eligibility of parking permits.</p> <p>This policy is delivered primarily through the budget and activity of the <b>Transport and Parking Management</b> service.</p>		
<b>Road Management Plan 2017</b>	<p>Outlines our road management responsibilities, lists the road assets and details the standards of service, maintenance and construction for roads within the City.</p> <p>Funding is allocated for renewing roads and kerbs, footpaths and laneways.</p>	2019/20	\$3,115,000
		2020/21	\$4,245,000
		2021/22	\$5,185,000
		2022/23	\$5,185,000

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Act and Adapt: Sustainable Environment Strategy 2018-28</b>	Outlines the cultural change and collaborative actions required over the next 10 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.	2019/20	\$1,905,000
		2020/21	\$3,588,945
	Funding is allocated for planning and delivering water sensitive urban design interventions, supporting uptake of electric vehicles, maintain heat mapping, education programs and redevelopment of the EcoCentre (subject to partner funding).	2021/22	\$1,725,946
		2022/23	\$1,175,946
<b>Don't Waste It!: Waste Management Strategy 2018-28 (in development)</b>	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.	2019/20	\$1,982,000
		2020/21	\$19,052,000
	Funding is allocated for land acquisition for a sustainability hub, replacement of our litter bins and a review of our Street Cleaning service. The Waste Management Strategy was adopted in September 2018.	2021/22	\$1,161,000
		2022/23	\$730,000
<b>Climate Adaptation Plan 2010 (to be revised in 2019)</b>	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.	2019/20	\$484,500
		2020/21	\$1,320,000
		2021/22	\$120,000
	Funding is 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.	2022/23	\$0
<b>Foreshore and Hinterland Vegetation Management Plan 2015</b>	Provides guidance for the future use, development and management of the Port Phillip foreshore.	2019/20	\$150,000
		2020/21	\$150,000
	Funding is allocated for ongoing investment in upgrading the foreshore, including vegetation projects.	2021/22	\$150,000
		2022/23	\$150,000
<b>Greenhouse Plan 2011 (to be revised in 2019)</b>	Assists Council to address emissions reduction actions in greenhouse gas emissions, urban design and development, transport, zero waste, purchasing and procurement, and climate change.	2019/20	\$1,147,000
		2020/21	\$1,572,500
	Funding is allocated for investing in energy efficiency measures in Council buildings and upgrading our street lighting with energy efficient lights.	2021/22	\$1,322,500
		2022/23	\$250,000



## Linking our initiatives to strategies and plans

### Strategic Direction 3:

### We have smart solutions for a sustainable future

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Greening Port Phillip, An Urban Forest Approach 2010</b>	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.	2019/20	\$640,000
		2020/21	\$640,000
	Funding is allocated for street tree and park tree improvement programs.	2021/22	\$640,000
		2022/23	\$640,000
<b>Open Space Water Management Plan</b>	Reflects the principles of the Water Plan 2010 and creates an implementation framework from which actions can be developed and prioritised.	2019/20	\$415,000
		2020/21	\$350,000
	Funding is for implementing irrigation upgrades to key sports fields and parks to optimise water use.	2021/22	\$350,000
		2022/23	\$350,000
<b>Sustainable Design Strategy 2013</b>	<p>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.</p> <p>This strategy is delivered primarily through the budgets and activity of the <b>City planning and urban design</b> and <b>Sustainability</b> services.</p>		
<b>Water Plan 2010 (to be revised in 2019)</b>	Identifies different water sources that can be used to make the City more liveable.	2019/20	\$24,000
		2020/21	\$0
	Funding is allocated for working with third parties on the viability of stormwater harvesting at Albert Park Lake and Alma Park.	2021/22	\$3,000,000
		2022/23	\$1,100,000
<b>Other initiatives not specifically aligned to a strategy</b>	No initiatives listed for 2019/20.	2019/20	\$100,000
		2020/21	\$0
		2021/22	\$0
		2022/23	\$0

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Activating Laneways Strategy</b>	<p>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.</p> <p>This strategy is delivered through the <b>Laneway Renewal and Upgrade Program</b> (see Road Management Plan 2013).</p>		
<b>City of Port Phillip Housing Strategy 2007-2017</b>	<p>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.</p> <p>This strategy is delivered primarily through the budgets and activity of the <b>City planning urban design</b> and <b>Affordable housing and homelessness</b> services.</p>		
<b>City of Port Phillip Activity Centre Strategy 2006</b>	<p>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</p> <p>This strategy is delivered primarily through the budget and activity of the <b>City planning urban design</b> service.</p>		
<b>Domestic Animal Management Plan 2017-2021</b>	<p>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.</p> <p>This plan is delivered primarily through the budget and activity of the <b>Local laws and animal management</b> services.</p>		
<b>Fishermans Bend Planning and Economic Development Strategy</b>	<p>Guides the continued transition of Fishermans Bend from a traditional industrial area into a diverse, inner city business and employment precinct.</p> <p>Funding is allocated for the Kirrip Park development (formerly known as Montague Community Park) and streetscape upgrade projects.</p>	2019/20	\$425,000
		2020/21	\$5,000,000
		2021/22	\$0
		2022/23	\$0
<b>Foreshore Management Plan 2012</b>	<p>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.</p> <p>Funding is allocated for renewing foreshore and maritime assets.</p>	2019/20	\$1,430,000
		2020/21	\$1,923,370
		2021/22	\$1,150,000
		2022/23	\$1,150,000
<b>Graffiti Management Plan 2019-2024 (out for consultation)</b>	<p>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.</p> <p>This plan is delivered through the budget and activity of the Building Maintenance service.</p>		
<b>Inner Melbourne Action Plan</b>	<p>Sets out 11 regional strategies and 57 actions to make the Inner Melbourne Region more liveable.</p> <p>Funding is for our contribution to the Inner Melbourne Action Plan.</p>	2019/20	\$95,000
		2020/21	\$95,000
		2021/22	\$95,000
		2022/23	\$95,000

## Linking our initiatives to strategies and plans

### Strategic Direction 4:

### We are growing and keeping our character

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Management plans and master plans</b>	Funding is allocated for Elwood public space wall replacement and play space upgrade.	2019/20	\$169,000
		2020/21	\$0
		2021/22	\$0
		2022/23	\$0
<b>Memorials and Monuments Policy</b>	Guides management of existing memorials and decision making for new memorials.  Funding is allocated for the Memorials and Monuments Renewal program and heritage plaques.	2019/20	\$70,000
		2020/21	\$70,000
		2021/22	\$70,000
		2022/23	\$70,000
<b>Municipal Emergency Management Plan</b>	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 <b>Municipal emergency management</b> service.		
<b>Open Space Strategy and Implementation Plan Framework 2009</b>	Guides delivery of a City where public open spaces define the City's character and responds to its people's need for places to rest, recreate and be inspired.  Funding is allocated to renew park and street furniture and signage.	2019/20	\$710,000
		2020/21	\$710,000
		2021/22	\$710,000
		2022/23	\$710,000
<b>Playspace Strategy 2011</b>	Sets the vision, policy context and framework for future development of playspaces and prioritises play spaces for upgrade and renewal. Funding is allocated to renew and upgrade parks and playgrounds, including the playspace at JL Murphy and Rotary Park.	2019/20	\$3,065,000
		2020/21	\$1,190,000
		2021/22	\$990,000
		2022/23	\$990,000
<b>Port Melbourne Waterfront Activation Plan</b>	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 <b>City planning</b> and <b>Urban design</b> services.		
<b>Port Phillip Heritage Review 2000 (Version 18)</b>	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.	2019/20	\$90,000
		2020/21	\$50,000
		2021/22	\$0
		2022/23	\$0

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Port Phillip Local Law No.1 (Community Amenity) 2013</b>	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 <b>Health and Local laws and Animal management</b> services.		
<b>Port Phillip Planning Scheme</b>	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.	2019/20	\$250,000
		2020/21	\$250,000
		2021/22	\$250,000
		2022/23	\$250,000
<b>Precinct structure plans and urban design frameworks</b>	Funding is allocated to South Melbourne precinct planning and design, to secure a new lease for the St Kilda Marina and to partner with the Victorian Government on upgrading streetscaping at selected tram stops.	2019/20	\$500,000
		2020/21	\$395,000
		2021/22	\$310,000
		2022/23	\$250,000
<b>Public Toilet Plan 2013-2023</b>	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 2019/20 includes installation of a new public toilet in Fitzroy Street, St Kilda	2019/20	\$310,000
		2020/21	\$450,000
		2021/22	\$450,000
		2022/23	\$450,000
<b>Site Contamination Management Policy (in development)</b>	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.	2019/20	\$800,000
		2020/21	\$2,380,000
		2021/22	\$1,885,000
		2022/23	\$0
<b>St Kilda Botanical Gardens Future Directions Plan</b>	Examines botanic function and cultural heritage of the Gardens and provides a number of improvement recommendations. This plan is delivered primarily through the budget and activity of the <b>Public space</b> service.		
<b>Stormwater Management Plan</b>	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.	2019/20	\$1,400,000
		2020/21	\$1,000,000
		2021/22	\$1,000,000
		2022/23	\$1,000,000

## Linking our initiatives to strategies and plans

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Sustainable Public Lighting Strategy for Streets and Open Space 2011-2016</b>	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.	2019/20	<b>\$875,000</b>
		2020/21	<b>\$750,000</b>
		2021/22	<b>\$750,000</b>
		2022/23	<b>\$750,000</b>
<b>Other initiatives not specifically assigned to a strategy</b>	Funding is allocated for Public Space Security Improvements, including the installation of bollard and non-bollard security interventions in vulnerable areas.	2019/20	<b>\$995,000</b>
		2020/21	<b>\$1,000,000</b>
		2021/22	<b>\$800,000</b>
		2022/23	<b>\$800,000</b>

## Strategic Direction 5: We thrive by harnessing creativity

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Art and Soul: Creative and Prosperous City Strategy 2018-22</b>	<p>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.</p> <p>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, the Cultural Development Fund, replacing the Gasworks Theatre seats and potential investment.</p>	2019/20	\$2,363,863
		2020/21	\$2,035,852
		2021/22	\$1,833,743
		2022/23	\$1,143,743
<b>Aboriginal and Torres Islander Arts Strategy 2014-2017</b>	<p>Ensures resources are available for the annual Aboriginal and Torres Strait Islander arts calendar.</p> <p>Funding is allocated for the Yalukut Weelam Ngargee festival and Indigenous Arts program.</p>	2019/20	\$120,700
		2020/21	\$123,608
		2021/22	\$126,637
		2022/23	\$126,637
<b>Events Strategy 2015-2017</b>	<p>Plans, attracts and directs events to ensure our City is welcoming, healthy, safe and vibrant for all.</p> <p>Funding is allocated for the St Kilda Film Festival, grants for local festivals, contributions to Pride March, Live N Local and other events.</p>	2019/20	\$695,510
		2020/21	\$705,881
		2021/22	\$716,678
		2022/23	\$716,678
<b>Port Phillip City Collection Policy 2017</b>	<p>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.</p> <p>Funding is for the arts acquisition program.</p>	2019/20	\$30,000
		2020/21	\$30,000
		2021/22	\$30,000
		2022/23	\$30,000
<b>South Melbourne Market Strategic Plan 2015-2020</b>	<p>Strategic planning for managing the South Melbourne Market to achieve its goals over the next five years.</p> <p>Funding is allocated for renewal and building compliance works, fitout of stalls and to develop a strategic business case.</p>	2019/20	\$2,027,000
		2020/21	\$825,000
		2021/22	\$825,000
		2022/23	\$825,000
<b>St Kilda Esplanade Market Strategic Plan 2016-2020</b>	<p>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.</p> <p>This plan is delivered primarily through the budget and activity of the <b>South Melbourne Market</b> service.</p>		

## Linking our initiatives to strategies and plans

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>St Kilda Festival Strategy and Multi-Year Operational Plan 2016-2018</b>	A three-year action 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.	2019/20	<b>\$1,848,389</b>
		2020/21	<b>\$1,892,935</b>
		2021/22	<b>\$1,939,312</b>
		2022/23	<b>\$1,939,312</b>
<b>Other initiatives not specifically assigned to a strategy</b>	Funding is allocated for South Melbourne Town Hall Building Renewal works, library purchases, replacement of the library radio frequency identification equipment and potential investment in the redevelopment of the St Kilda Library.	2019/20	<b>\$6,142,000</b>
		2020/21	<b>\$4,342,000</b>
		2021/22	<b>\$1,152,000</b>
		2022/23	<b>\$1,202,000</b>

## Strategic Direction 6: Our commitment to you

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Asset Management Plans, Asset Management Policy and Strategy</b>	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 ongoing 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, works on South Melbourne Town Hall lifts and development of a staff accommodation plan.	2019/20	\$9,627,000
		2020/21	\$7,124,000
		2021/22	\$7,155,000
		2022/23	\$6,202,000
<b>City of Port Phillip Security Camera Footage Policy 2012</b>	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 <b>Governance, risk and policy</b> service.		
<b>Civic Recognition and Support Strategy</b>	This strategy is delivered primarily through the budget and activity of the <b>Governance, risk and policy</b> service.		
<b>Councillor Code of Conduct (including Councillor Support and Expense Reimbursement Policy 2016)</b>	Develops behavioural principles for elected representatives around conducting Council business. This policy is delivered primarily through the budget and activity of the <b>Governance, risk and policy</b> service.		
<b>Customer Experience Strategy</b>	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.	2019/20	\$11,235,000
		2020/21	\$6,110,000
		2021/22	\$2,000,000
		2022/23	\$2,000,000
<b>Leasing and Licencing Policy</b>	This policy is delivered primarily through the budget and activity of the <b>Asset and property management</b> service.		
<b>Other initiatives not specifically assigned to a strategy</b>	Funding is allocated for community engagement to support the annual review of the Council Plan and continuous improvement initiatives.	2019/20	\$398,000
		2020/21	\$285,000
		2021/22	\$235,000
		2022/23	\$185,000



## 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. The Valuer General Victoria has not yet certified our 2018 property valuation data; therefore, the following information is provisional and is subject to change.

It also contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's 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 2019/20 the FGRS cap has been set at 2.50 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of 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 a number of 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 \$2.2 million in 2019/20 in addition to the \$11 million over the previous five 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 2.50 per cent in line with the rate cap. This will raise \$129.1 million in total rates and charges for 2019/20, including supplementary rates of \$0.65 million.

### Current year rates and charges

Council had already endorsed the 10-Year Financial Outlook at its meeting on 12 December 2018 and agreed not to apply to the independent economic regulator for a variation to the rates cap in 2018/19. 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 2.50 per cent in 2019/20 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 2019.

	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Proposed rates increases</b>					
General rate increase	2.25 %	2.50 %	2.26 %	2.40 %	2.45 %
Total rates raised (\$,000)	125,345	129,149	133,659	138,268	143,234

## 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.

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.

### 2019/20 rates

This table summarises the rates to be determined for the 2019/20 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.

Note the General Rate in the dollar are based on preliminary valuation data, which is subject to change based on Final valuation data.

Type or class of land	How applied	2018/19	2019/20	Change
General rates	Cents/\$ NAV	3,4808	3,7139	6.7%
Municipal change	\$/ property	Nil	Nil	Nil
Annual garbage charge - non-rateable properties	\$/ property	\$290	\$298	2.8%
240 Litre bin - annual service charge	\$/ property	\$150	\$154	2.7%

## 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 land categories: farm land, urban farm land and residential properties. This does not apply to Port Phillip which is an inner metropolitan council.

## Rates and charges

### Declaration of rates and charges 2019/20

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	2018/19 cents/\$NAV	2019/20 cents/\$NAV	Change
General rate for rateable properties	3.4808	3.7139	6.70 %

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	2018/19 (\$)	2019/20 (\$)	Change (\$)	Change (%)
Residential	99,573,356	102,866,156	3,292,800	3.31 %
Commercial	19,635,647	20,390,640	754,993	3.85 %
Industrial	5,270,181	5,137,520	(132,661)	(2.52 %)
<b>Total amount to be raised by general rates</b>	<b>124,479,184</b>	<b>128,394,316</b>	<b>3,915,132</b>	<b>3.15 %</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	2018/19 (number)	2019/20 (number)	Change (number)	Change (%)
Residential	64,261	65,042	781	1.22 %
Commercial	6,878	6,859	(19)	(0.28 %)
Industrial	987	982	(5)	(0.51 %)
<b>Total number of assessments</b>	<b>72,126</b>	<b>72,883</b>	<b>757</b>	<b>1.05 %</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	2018/19 (\$)	2019/20 (\$)	Change (\$)	Change (%)
Residential	2,860,645,710	2,769,761,050	(90,884,660)	(3.18 %)
Commercial	564,113,063	549,035,775	(15,077,288)	(2.67 %)
Industrial	151,407,188	138,332,200	(13,074,988)	(8.64 %)
<b>Total value of land</b>	<b>3,576,165,961</b>	<b>3,457,129,025</b>	<b>(119,036,936)</b>	<b>(3.33 %)</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 2018/19	Per Rateable Property 2019/20	Change (\$)	Change (%)
Municipal	0	0	0.00 %	0.00 %

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

Type of charge	2018/19 (\$)	2019/20 (\$)	Change (\$)	Change (%)
Municipal	0	0	0.00 %	0.00 %

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 2018/19 (\$)	Per Rateable Property 2019/20 (\$)	Change (\$)	Change (%)
Annual Garbage Charge for non-rateable tenements	290	298	8	2.76 %
240 Litre Bin - Annual Service Charge	150	154	4	2.67 %
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	2018/19 (\$)	2019/20 (\$)	Change (\$)	Change (%)
Annual Garbage Charge for non-rateable tenements	26,100	26,100	0	0.00 %
240 Litre Bin - Annual Service Charge	308,250	316,800	8,550	2.77 %
<b>Total service charges excluding rebates</b>	<b>334,350</b>	<b>342,900</b>	<b>8,550</b>	<b>2.56 %</b>
80 Litre Waste Bin - Annual Rebate	(150,000)	(153,960)	(3,960)	2.64 %
<b>Total service charges</b>	<b>184,350</b>	<b>188,940</b>	<b>4,590</b>	<b>2.49 %</b>

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

Type of Charge	2018/19 (\$)	2019/20 (\$)	Change (\$)	Change (%)
General rates	124,479,184	128,394,316	3,915,132	3.15 %
Municipal charge	0	0	0	0.00 %
Supplementary rates and charges	794,003	652,800	(141,203)	(17.78 %)
Rate rebates and adjustments (including penalty interest)	(342,252)	(287,000)	55,252	(16.14 %)
Cultural and Recreational Charges	79,917	199,913	119,996	150.15 %
Service charges (waste collection)	184,350	188,940	4,590	2.49 %
<b>Rates and charges</b>	<b>125,195,202</b>	<b>129,148,969</b>	<b>4,124,425</b>	<b>3.16 %</b>

## Rates and charges

### 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 (2019/20: budgeted \$0.65 million and 2018/19: estimated \$0.79 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

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

Fair Go Rates System Compliance parameters	2018/19	2019/20
Total Raised income based on 30 June Valuation	\$121,746,451	\$125,265,067
No of assessments	72,126	72,883
Base Average Rates	\$1,687.97	\$1,718.71
Maximum Rate Increase (set by the State Government)	2.25 %	2.50 %
Capped Average Rate	\$1,725.95	\$1,761.67
Maximum General Rates and Municipal Charges Revenue	\$124,485,870	\$128,395,795
<b>Budgeted General Rates and Municipal Charges Revenue</b>	<b>\$124,479,184</b>	<b>\$128,394,315</b>

## General revaluation of properties

During the 2018/19 year, a revaluation of all properties within the municipality was carried out and will apply from 1 January 2019 for the 2019/20 year. This is the first cycle of annual valuations. Overall, the NAV has decreased by 4.0 per cent, the CIV has increased by 4.2 per cent and the Site Value has increased by 11 per cent for all property types compared to the previous revaluation at 1 January 2018.

The following table summarises the valuation changes between the 2018 and 2019 general revaluations by property type.

Property Type	NAV % Change	No. of Assessments
Residential dwellings	(8.49 %)	15,365
Residential Units	(0.05 %)	40,379
Investment Flats	(1.20 %)	5,660
Other Residential	(0.24 %)	3,640
Commercial	(1.09 %)	5,068
Retail	(1.09 %)	1,789
Industrial	0.18 %	982
<b>Total Assessments excluding Cultural and Recreational Lands</b>	<b>n/a</b>	<b>72,883</b>
<b>Average NAV decrease</b>	<b>(2.02 %)</b>	<b>n/a</b>

The largest NAV change is a decrease of 8.5 per cent within the residential dwelling property type, reflecting larger decreases in underlying residential land values. All other categories have all decreased at lower rates. It should be noted that the above figures are uncertified by Valuer-General Victoria and are subject to change.

The overall average NAV decreased by two per cent.



## FEES AND CHARGES

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

In most cases, our fees and charges for 2019/20 are proposed to increase by 2.75 per cent. This approach is consistent with our financial strategy, and community feedback, which supported increasing user charges for some services. There will be variances where minor rounding equates to larger or smaller percentages.

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

- Merchant fees structure updated to reflect varying cost of payment options; American Express 0.65 per cent; Eftpos and Debit cards 0.59 per cent and Visa/Mastercard Credit cards 1.16 per cent. This complies with Australian Competition and Consumer Commission requirements.
- General Local Law permit fee to increase by \$45.00 (22 per cent) reflecting the amount of time required to complete the tasks involved and to recover the cost of the service.
- Application fee for the removal of Significant Tree to increase by \$25.00 (17 per cent) to preference tree pruning over tree removal.
- Food Services meal fee structure updated to ensure equity and based on user's income level in accordance with the guideline set by the Victorian Government's Home and Community Care Program for Younger People. High income users will be paying \$21.00 per meal, an increase of 228 per cent.
- Street occupation permits to increase between 19 per cent to 50 per cent based on benchmarking exercise performed against neighbouring Councils.

- Vehicle Crossing permit application fee to increase by \$100.00 (67 per cent) reflecting the amount of time required to complete the tasks involved and to recover the cost of the service.
- A number of changes to the Event fees structure including new fees, setting multiple hour (block) rates instead of hourly rates, and fee adjustments to be consistent across the service. The fees have been benchmarked to ensure Council remains price competitive with neighbouring councils.
- A number of St Kilda Festival fees to increase by approximately 7.5 per cent. They remain fair and affordable in comparison to the income generated from the festival by traders.

Some fees were kept to 2018/19 levels and or reduced to incentivise greater community usage. These include:

- Council town hall standard hire fees to reduce by approximately 23 per cent. Utilisation uplift is expected to offset the fee reductions.
- No increase to community facilities hire fees.
- No increase to Adventure Playground party hire fees.

There are some new fees in 2019/20 to help manage demand and prevent cross-subsidisation of services by ratepayers:

- New building fees introduced on a cost recovery basis including:
  - Report and Consent Advertising fee set at \$66.00.
  - Building Audits Inspection fee set at \$180.00.

- Building application fee to retain works constructed without a building permit set at \$616.00 being the minimum fee.
- A number of Asset Protection Inspection fees ranging from \$235.00 to \$3,296.00 to ensure council assets are not damaged by developers/ service authorities. These fees are set at similar levels consistent with benchmarked metro councils.
- Swimming Pool Barrier compliance certificate fee set at \$476.00.

- A new \$27.60 statutory community based social and recreational activity fee per hour for using the Fog Theatre by NDIS eligible participants.
- A new \$10 direct debit/credit decline fee for child care services to recover the cost of chasing declines and minimise administrative tasks. This supports a more efficient child care service model.
- A number of new Food Registration fees for temporary commercial premises to enable clearer classification. These fees have been benchmarked and consistent with fees set by metro councils.

A review of the Footpath Trading price structure took place in May 2019 and Council approved changes are incorporated in the final Budget 2019/20 fees and charges schedule.

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 2019/20 follows.

## We embrace difference, and people belong

### Ageing and accessibility

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Planned activity groups</b>		
Planned activity group - quarter day activities for older people and people with disabilities	\$5.80	\$6.00
Planned activity group - half day activities for older people and people with disabilities - this includes water leisure activities	\$10.00	\$10.20
Planned activity group - full day activities for older people and people with disabilities	\$15.40	\$15.80
Planned activity group - package	\$89.00	\$91.40
Shopping Group (four hours)	\$5.80	\$6.00
Cooking Group (three hours)	\$5.80	\$6.00
<b>Personal, respite and home care (per hour)</b>		
Home Care - Base Fee	\$8.20	\$8.40
Home Care - Medium Fee	\$19.40	\$20.00
Home Care - Maximum Fee	\$36.00	\$37.00
Home Care - Package	\$53.40	\$54.80
Personal Care - Base Fee	\$6.40	\$6.60
Personal Care - Medium Fee	\$15.20	\$15.60
Personal Care - Maximum Fee	\$41.00	\$42.20
Personal Care - Package	\$53.80	\$54.80
Property Maintenance - Base Fee	\$12.20	\$12.60
Property Maintenance - Medium Fee	\$19.20	\$19.80
Property Maintenance - Maximum Fee	\$51.00	\$52.40
Property Maintenance - Package	\$72.60	\$74.40
Respite Care - Base Fee	\$4.60	\$4.80
Respite Care - Medium Fee	\$7.80	\$8.00
Respite Care - Maximum Fee	\$37.80	\$38.80
Respite Care - Package	\$53.80	\$54.80
<b>Food services</b>		
Food Services meal - Base	\$9.20	\$9.40
Food Services meal - Medium	\$9.20	\$9.40
Food Services meal - High	\$9.20	\$21.00
Food Services - Package	\$10.80	\$11.00
Food Services - Package - meal only (itemised fees)	\$7.40	\$7.60
Centre-based meal - two courses	\$5.40	\$5.60
Centre-based meal - three courses	\$7.00	\$7.20

## Fees and charges

### Children

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Long day care</b>		
Infrastructure Levy per place per day (Community managed centres)	\$4.88	\$5.00
Maintenance Levy per place per day (Community managed centres)	\$5.21	\$5.34
Long Day Care (daily fee)	\$129.50	\$133.50
Long Day Care (daily fee) - non-residents at Barring Djinang Kindergarten	\$139.50	\$143.80
Direct Debit/Credit decline fee	\$0.00	\$10.00

### Community programs and facilities

Description	2018/19 fee (incl. GST if applicable)	2019/20 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
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 - Standard	\$500.00	\$500.00
Security Deposit - Specific	\$100.00	\$100.00
<b>Community programs</b>		
Attendance at Parent Information Sessions	\$0.00	\$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	\$56.00
<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

## Families and young people

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Hire fees for St Kilda Adventure Playground</b>		
Party Hire: Non-resident	\$200.00	\$200.00
Party Hire: Resident	\$135.00	\$135.00
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
Hire: Community groups based within Port Phillip	\$12.50	\$12.50
Hire: Community groups operating from outside Port Phillip	\$18.50	\$19.00
Hire: Semi-commercial Hirers	\$43.70	\$45.00

## Recreation

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Commercial Recreation Activities - New Licences and Permits (Statutory Fees)</b>		
Beach and water activities - Annual Licence Fee	\$304.00	\$312.00
Beach based activities - Annual Licence Fee	\$304.00	\$312.00
Launch of craft only - Annual Licence Fee	\$567.00	\$583.00
Kiteboarding - Annual Licence Fee	\$1,994.00	\$2,049.00
Skydiving - Annual Licence Fee	\$173,000.00	\$177,000.00
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	\$304.00	\$312.00
Public Liability Insurance	\$31.00	\$31.00
<b>Sports Ground and Facilities Bookings</b>		
Sports ground casual booking (community per day)	\$134.00	\$138.00
Sports ground casual booking (corporate per day)	\$195.00	\$200.00
Sports ground casual booking (all schools per term)	\$63.00	\$65.00
Pavilion hire casual (community and school groups)	\$99.00	\$102.00
Pavilion hire casual (corporate groups)	\$180.00	\$185.00
Pavilion Hire casual - Elwood Pavilion (corporate groups)	\$363.00	\$373.00
North Port Oval casual hire	\$498.00	\$512.00
Casual Use - Refundable Security Deposit	\$500.00	\$500.00
Sports Club Use - Refundable Security Deposit	\$500.00	\$500.00

## Fees and charges

We are connected and it's easy to move around

### Transport and parking management

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<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>		
First two hours, then	\$0.00	\$0.00
2 to 3 hours	\$6.00	\$6.00
3 to 4 hours	\$12.00	\$12.00
4 to 5 hours	\$40.00	\$40.00
Greater than 5 hours	\$65.00	\$65.00
<b>Parking - Non-market Days</b>		
Car parking on roof non-market days (Monday, Tuesday, Thursday)	\$13.00	\$13.00
<b>Parking permits</b>		
<b>Resident parking permit</b>		
Concession Card holders are entitled to obtain one Residential Permit free of charge and subsequent permits at half price.	\$81.00	\$83.00
<b>Combined parking permit (resident/foreshore)</b>		
Concession Card holders are entitled to obtain one Combined Permit free of charge and subsequent permits at half price.	\$119.00	\$122.00
Party parking permit (for two days and one night)	\$6.00	\$6.00
<b>Visitor parking permit (annual)</b>		
Concession Card holders are entitled to obtain one Visitor Permit free of charge and subsequent permits at half price.	\$109.00	\$112.00
<b>Foreshore parking permit</b>		
Concession Card holders * are entitled to obtain one Foreshore Permit free of charge and subsequent permits at half price.	\$59.00	\$61.00
<b>Foreshore Club Parking permit</b>		
Concession Card holders are entitled to obtain one Foreshore Permit free of charge and subsequent permits at half price.	\$100.00	\$102.00
Tradesman parking permit (per week)	\$53.00	\$55.00
Temporary parking permit - Admin fee	\$90.00	\$92.00
Unrestricted bay	\$7.00	\$8.00

\* The concessions apply to holders of one of the following cards:

- Pensioner Concession Card - issued by Centrelink, Department of Human Services or Department of Veterans' Affairs
- Health Care Card issued by Centrelink or Department of Human Services
- Commonwealth Seniors Health Card issued by Department of Human Services
- Department of Veterans' Affairs Gold Card - War Widow or Totally and Permanently Incapacitated

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
Non-metered restricted time parking per bay	\$39.00	\$40.00
All Day parking ticket or meter parking per bay	\$23.00	\$24.00
Time restricted paid parking per bay	\$35.00	\$36.00
Permit reissue - Administration fee	\$21.00	\$22.00
<b>Parking machine charges</b>		
Elwood Foreshore Carpark - maximum/daily (1 July to 30 September and 1 April to 30 June)	8.50	8.70
Elwood Foreshore Carpark - maximum/daily (1 October to 31 March)	12.60	12.90
Elwood Foreshore Carpark - per hour (1 July to 30 September and 1 April to 30 June)	1.80	1.90
Elwood Foreshore Carpark - per hour (1 October to 31 March)	5.20	5.30
Fisherman's 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)	8.50	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)	12.60	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)	1.80	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)	3.80	3.90
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore) - per day	12.90	13.20
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore) - per hour	5.40	5.50
Paid Parking Credit Card Gateway Fee	0.12	0.12
South Melbourne Central - Clarendon Street Retail Precinct - per day	8.80	9.00
South Melbourne Central - Clarendon Street Retail Precinct - per hour	1.90	2.00
South Melbourne Central - North of Park and Ferrars Street (industrial) - per day	8.80	9.00
South Melbourne Central - North of Park and Ferrars Street (industrial) - per hour	1.90	2.00
South Melbourne East - North East of Kingsway (commercial) - per hour	3.90	4.00
South Melbourne South - Albert Road area (commercial) - per day	12.30	12.60
South Melbourne South - Albert Road area (commercial) - per hour	3.90	4.00

Description	2018/19 fee <small>(incl. GST if applicable)</small>	2019/20 fee <small>(incl. GST if applicable)</small>
South Melbourne West - South West of Ferrars Street (Industrial) - per day	8.80	9.00
South Melbourne West - South West of Ferrars Street (Industrial) - per hour	1.90	2.00
St Kilda Road - North of St Kilda Junction (commercial) - per hour	3.90	4.00
St Kilda Road - South of St Kilda Junction (commercial / retail) - per day	6.70	6.90
St Kilda Road - South of St Kilda Junction (commercial / retail) - per hour	1.90	2.00
Station Pier and Waterfront Place - maximum / per day (1 October - 31 March)	12.60	12.90
Station Pier and Waterfront Place - maximum / per day (1 July to 30 September and 1 April - 30 June)	8.50	8.70
Station Pier and Waterfront Place - per hour (1 July to 30 September and 1 April - 30 June)	1.80	1.90
Station Pier and Waterfront Place - per hour (1 October to 31 March)	3.80	3.90
<b>Parking enforcement</b>		
Unregistered and abandoned vehicle release fee	425.00	437.00
Daily vehicle storage fee after 48 hours	19.00	19.50
Vehicle Clearway Release Fee	425.00	437.00
Vehicle Transfer from Nationwide Towing to Manheim	737.00	757.00
<b>Parking fines</b>		
Penalty Fines - class 1	\$81.00	\$83.00
Penalty Fines - class 2	\$97.00	\$99.00
Penalty Fines - class 3	\$161.00	\$165.00
Penalty Reminder Notice	\$25.10	\$25.80
Lodgement fee	\$75.30	\$77.20
<b>Planning Infringements</b>		
Planning Infringement Notice - Individual (Penalty Fines Class 3)	806.00	825.00
Planning Infringement Notice - Company (Penalty Fines Class 3)	1,612.00	1650.00
Penalty Reminder Notice	25.10	25.80

We have smart solutions for a sustainable future

## Waste Management

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Waste Management Operations</b>		
Sale of worm farms	\$77.00	\$79.00
Sale of compost bins	\$45.00	\$46.00
Resource Recovery Centre Fees (Car Boot)	\$22.00	\$23.00
Resource Recovery Centre Fees (Station Wagon, Utility)	\$42.00	\$44.00
Resource Recovery Centre Fees (Small Trailer)	\$57.00	\$59.00
Resource Recovery Centre Fees (Large Trailer)	\$105.00	\$108.00
Resource Recovery Centre Fees (Contractors per m <sup>3</sup> )	\$92.00	\$95.00
Resource Recovery Centre Fees - Non-Resident (car boot)	\$28.00	\$30.00
Resource Recovery Centre Fees - Non-Resident (Station Wagon, Utility)	\$54.00	\$56.00
Resource Recovery Centre Fees - Non-Resident (Small Trailer)	\$70.00	\$72.00
Resource Recovery Centre Fees - Non-Resident (Large Trailer)	\$115.00	\$120.00
Annual garbage charge for non-rateable tenements	\$290.00	\$298.00
Rebate (Refund) for 80 litre waste bin	-\$60.00	-\$60.00
Surcharge for \$240 litre waste bin	\$150.00	\$154.00



## Fees and charges

We are growing and keeping our character

### Amenity

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>City Permits - community amenity</b>		
Works zone - application fee	\$104.40	\$107.00
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)	\$1,320.00	\$1,355.00
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)	\$2,640.00	\$2,710.00
Works zone permit for nine months Parking in front of construction site for workers' private vehicles for nine months. Up to 4 bays or the width of the site (whichever is the lesser)	\$3,960.00	\$4,068.00
Works zone permit for 12 months Parking in front of construction site for workers' private vehicles for 12 months. Up to four bays or the width of the site (whichever is the lesser)	\$5,280.00	\$5,425.00
Work Zone permit extensions: An extension to the permit allowing parking in front of construction site for workers' private vehicles	\$865.10	\$865.10
Work Zone permit (additional parking bays, in excess of four) Additional parking bays for workers' private vehicles in front of a construction site	\$263.40	\$270.00
Work Zone Signage installations and removal	\$395.00	\$405.00
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	\$104.00	\$107.00
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	\$677.00	\$700.00
<b>City Permits - itinerant trading</b>		
Charity Bins application fee for permit to place a charity clothing bin on council land.	150.00	155.00
Charity Bins permit fee to place a charity clothing bin on council land.	100.00	100.00
Charity Bins Permit Renewal Fee	104.00	107.00
Commercial Waste Bins - 120 litre bin	67.15	69.00
Commercial Waste Bins - 240 litre bin	97.05	99.50
Commercial Waste Bins - up to 1200 litres	387.10	397.50
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).	104.00	107.00
Commercial Waste Bins permit fee. Permit fee to store waste bins for commercial premises on council land e.g. for cafes (not skip bins).	100.00	107.00
Non-motorised trading permit fee (including pedicabs & horse drawn carts)	2,485.25	2,490.00

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>City Permits - occupying the road for works</b>		
Asset Protection permit and deposit for protection of Council land and assets to cover costs for any damage associated with development works at a construction site	\$230.00	\$235.00
Out of Hours permit - application fee or development work undertaken outside approved hours under the Local Law: 7 am to 6 pm Monday to Friday, 9 am to 3 pm Saturday. No works on Sunday or public holidays	\$104.00	\$107.00
Out of Hours Permit - permit fee per day for development work undertaken outside approved hours under the Local Law: 7 am to 6 pm Monday to Friday, 9 am to 3 pm Saturday. No works on Sunday or public holidays	\$380.00	\$390.00
Road Opening Permit - application fee for private contractors to excavate Council land for the purposes of water, electricity, telecommunications etc. Under legislation, service authorities are not required to obtain permits	\$104.00	\$107.00
Road Opening Permit - permit fee for private contractors to excavate Council land for the purposes of water, electricity, telecommunications etc. Under legislation, service authorities are not required to obtain permits	\$115.00	\$118.00
Vehicle Crossing - application fee for permit to construct or repair a private driveway to Council specifications	\$150.00	\$250.00
Vehicle Crossing - 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)	\$171.00	\$175.00
Vehicle Crossing temporary - application fee for permit to construct or repair a private driveway to Council specifications.	\$150.00	\$155.00
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).	\$171.00	\$175.00
Street Occupation Permit - application fee to apply for a permit to occupy Council land for works or storage of associated building materials	\$104.00	\$107.00
Street Occupation Permit - permit fee to occupy Council land for works or storage of associated building materials	\$125.00	\$129.00
Street Occupation Permit - for street occupation permits, an additional amount per square metre of ground level surface taken up per week or amount per square metre per day for overhead gantry (for example, air space)	Plus \$2.10 ground / \$1.10 head gantry per square metre per day	Plus \$2.50 ground / \$1.50 head gantry per square metre per day
Occupation without gantry per square metre per week	\$14.50	\$17.50
Occupation rental fees with gantry per square metre per day	\$1.10	\$1.50
Occupation rental fees with gantry per square metre per week	\$7.70	\$10.50
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	\$104.00	\$107.00
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	\$131.00	\$134.50

## Fees and charges

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
Road Closure Permit - fee per day for other closures	\$218.00	\$224.00
Road Closure Permit - if metered / restricted parking - per bay /per day	\$20.00	\$20.00
Skip Bin Permit - application fee to apply for a permit to store a refuse/skip bin on Council land	\$27.50	\$28.00
Skip Bin Permit - per day for permit to store a refuse/skip bin on Council land	\$19.00	\$19.50
Skip Bin Permit - per week to store a refuse/skip bin on Council land	\$133.00	\$136.00
Reblocking or underpinning	\$230.00	\$235.00
Demolition (does not include any building works)	\$230.00	\$235.00
Building works between \$5,000 and \$20,000	\$230.00	\$235.00
Building works over \$20,000 other than those types listed below:	\$230.00	\$329.00
Single dwelling construction	\$230.00	\$329.00
Unit development - up to 4 units	\$230.00	\$824.00
Unit development - more than 4 units and up to 8 units	\$230.00	\$989.00
Unit development - more than 8 units	\$230.00	\$2,188.00
Multi-storey development more than 2 and up to 5 storeys	\$230.00	\$2,188.00
Multi-storey development more than 5 storeys	\$230.00	\$3,296.00
<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	\$0.00	\$339.50
Code 1	\$0.00	\$85.30
Municipal road or non-arterial State road where maximum speed limit at any time is more than 50kph:		
Code 2	\$0.00	\$622.80
Code 3	\$0.00	\$339.60

## City planning and urban design

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Planning Scheme Amendment Fees</b>		
<b>Stage 1</b>		
a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions that do not seek a change to the amendment; and d) if applicable, abandoning the amendment	\$2,976.70	\$3,050.90
<b>Stage 2 - Up to and including 10 submissions that seek a change to an amendment:</b>		
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)	\$14,753.50	\$15,121.00
<b>Stage 2 - 11 to (and including) 20 submissions which seek a change to an amendment:</b>		
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)	\$29,478.00	\$30,212.40
<b>Stage 2 - Submissions that exceed 20 submissions, which seek a change to an amendment:</b>		
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)	\$39,405.20	\$40,386.90
<b>Stage 3</b>		
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

## Fees and charges

### Development approvals and compliance

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Building control fees</b>		
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.	\$0.00	\$616.00
Building Audit/inspection fee	\$0.00	\$180.00
Legal Point of Discharge - for Stormwater, and provide information for the Building Surveyor	\$141.20	\$144.70
Property enquiry R51 (3) (previously Form 326/3) - to obtain inspecting approval dates ordinarily sought by an owner or mortgagee	\$46.10	\$47.20
Property enquiry R51(1) (previously Form 326/1) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	\$46.10	\$47.20
Property enquiry R51(1) (previously Form 326/1) - to obtain property information relating to building permits and notices & orders outstanding ordinarily sought by solicitors	\$46.10	\$47.20
Flood level certificate R51(2) (previously Form 326/2) - to obtain property information relating to flooding	\$46.10	\$47.20
Flood level certificate R51(2) (previously 326/2) - plus \$40 fast track fee - (as above) Additional fee for fast turnaround	\$46.10	\$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	\$118.90	\$121.90
Lodgement fee from private building surveyors - residential - associated with lodgement of building permit for residential properties ordinarily lodged by the private building surveyor	\$118.90	\$121.90
Government building levy (calculated as per cent of value of work). Fee associated with building permits and paid to the Building Commission 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	\$283.40	\$290.40
Report and Consent Fee - Hoarding - associated with precautions over the street alignment in relation to permits (hoarding, scaffold etc.)	\$287.60	\$294.70
Report ONLY - Rescode and Hoarding - associated with precautions over the street alignment in relation to permits (i.e. hoarding, scaffold etc.)	\$526.00	\$540.00
POPE - Place of public entertainment - Small (up to 2,000 people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$780.00	\$800.00
POPE - Place of public entertainment - Medium (2,001- 5,000 people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$1,430.00	\$1,470.00
POPE - Place of public entertainment - Large (5,001 plus people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$2,150.00	\$2,210.00
Siting Approval - 1 Structure - Applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$359.00	\$369.00

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
Siting Approval - Between 2 and 5 Structures - Applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$563.00	\$578.00
Siting Approval - Greater than 5 Structures - Applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$1,025.00	\$1,055.00
Swimming pool barrier compliance certificate	\$0.00	\$476.00
Fire Safety Determination - Small Building - associated with inspection of smaller buildings to provide assessment of fire safety	\$567.00	\$583.00
Fire Safety Determination - Medium Building - associated with inspection of medium buildings to provide assessment of fire safety	\$1,699.00	\$1,745.00
Fire Safety Determination - Large Building - associated with inspection of large buildings to provide assessment of fire safety	\$2,832.00	\$2,910.00
<b>Building permits (internal)</b>		
Alterations and additions to a dwelling <100,000	\$1,393.00	\$1,430.00
Alterations and additions to a dwelling 100,000-200,000	\$1,624.00	\$1,668.00
Alterations and additions to a dwelling 200,000-300,000	\$1,937.00	\$1,990.00
Alterations and additions to a dwelling >300,000	\$2,320.00	\$2,383.50
Amendment to building permits issued	\$542.00	\$557.00
Carports/garages <20,000	\$929.00	\$955.00
Carports/garages >20,000	\$1,161.00	\$1,193.00
Demolish attached dwelling	\$1,395.00	\$1,433.00
Demolish detached dwelling	\$1,160.00	\$1,190.00
Demolish outbuildings	\$698.00	\$718.00
Extension of time - Class 1 or 10	\$322.00	\$330.00
Extension of time - Class 2 to 9	\$464.00	\$476.00
Extension of time to building permits issued	\$542.00	\$557.00
Fences	\$696.00	\$715.00
Internal alterations to class 2 apartments	\$1,162.00	\$1,194.00
Lapsed Permit Renewal (Class 1 or 10)	\$644.00	\$662.00
Lapsed Permit Renewal (Class 2 to 9) Minimum Fee	\$805.00	\$827.00
Multiple dwellings (2)	\$4,642.00	\$4,769.00
Multiple dwellings (3)	\$5,414.00	\$5,562.00
Multiple dwellings (4)	\$6,188.00	\$6,357.00
New dwellings <250,000	\$2,477.00	\$2,545.00
New dwellings 250,000-500,000	\$2,939.00	\$3,020.00
New dwellings >500,000	\$3,403.00	\$3,496.00
Shop fit outs <100,000	\$1,238.00	\$1,272.00
Shop fit outs 100,000-200,000	\$1,470.00	\$1,510.00
Shop fit outs >200,000	\$1,702.00	\$1,748.00
Swimming pools (includes barrier to AS 1926)	\$1,910.00	\$1,962.00

## Fees and charges

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Class 2, 3, 4, 5, 6, 7 and 9 alterations, additions and new buildings</b>		
Up to \$40,000	\$845.00	\$868.00
\$40,000 to \$100,000	\$ value x (1.749 %)	\$ value x (1.749 %)
\$100,001 to \$500,000	\$ value x (1.523 %)	\$ value x (1.523 %)
\$500,001 to \$2 million	\$ value x (0.617 %)	\$ value x (0.617 %)
>\$2 million to \$10 million	\$ value x (0.3284 %)	\$ value x (0.328 %)
>\$10 million to \$20 million	\$ value x (0.219 %)	\$ value x (0.219 %)
>\$20 million to \$30 million	\$ value x (0.215 %)	\$ value x (0.215 %)
>\$30 million to \$40 million	\$ value x (0.1965 %)	\$ value x (0.1965 %)
>\$40 million to \$50 million	\$ value x (0.1919 %)	\$ value x (0.1919 %)
>\$50 million	\$ 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
Use only (includes Liquor Licence and Car Park Waiver) - to apply for a planning permit to change the use of the land only	\$1,286.10	\$1,318.10
Single Dwelling (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): -		
Less than \$10,000	\$195.10	\$199.90
More than \$10,001 less than \$100,000	\$614.10	\$629.40
More than \$100,001 less than \$500,000	\$1,257.20	\$1,288.50
More than \$500,000 less than \$1,000,000	\$1,358.30	\$1,392.10
More than \$1,000,001 less than \$2,000,000 (more than \$2,000,001 see Class 12, 13, 14 and 15)	\$1,459.50	\$1,495.80
<b>VicSmart Application</b>		
\$10,000 or Less	\$195.10	\$199.90
More than \$10,000	\$419.10	\$429.50
Subdivide or consolidate land	\$195.10	\$199.90
VicSmart Application (other than a class 7, class 8 or class 9 permit)	\$195.10	\$199.90
<b>Development (including single dwellings &gt; \$2,000,000)</b>		
Less than \$100,000 (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land)	\$1,119.90	\$1,147.80
\$100,000 to \$1,000,000 (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land)	\$1,510.00	\$1,547.60

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
\$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)	\$3,330.70	\$3,413.70
\$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)	\$8,489.40	\$8,700.90
<b>Class - Statutory Planning Fees - Applications for Permits Regulation 9</b>		
\$15,000,000 to \$50,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$25,034.60	\$25,658.30
\$50,000,001 plus (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$56,268.30	\$57,670.10
<b>Subdivision</b>		
Subdivide an existing building (other than a class 9 permit)	\$1,286.10	\$1,318.10
Two lot subdivision (other than a class 9 or class 16 permit)	\$1,286.10	\$1,318.10
Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$1,286.10	\$1,318.10
Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	\$1,286.10	\$1,318.10
<ul style="list-style-type: none"> <li>• create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or</li> <li>• create or remove a right of way; or</li> <li>• create, vary or remove an easement other than a right of way; or</li> <li>• vary/ remove a condition in the nature of an easement (other than right of way) in a Crown grant</li> </ul>	\$1,286.10	\$1,318.10
A Permit not otherwise provided for in the Regulations	\$1,286.10	\$1,318.10
<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 (and may incl. [ c])	40 % of Application Fee (and may incl. [ c])
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) Application to amend an Application for a (new) permit after notice has been given or Application to amend an application for S.72 changes to the class of that permit to a new class having a higher application fee set: additional fee 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	\$317.90	\$325.80
Where the Planning Scheme specifies that a matter must be done "to the satisfaction of the responsible authority" (including car parking consent)	\$312.80	\$325.80
For an agreement, or to amend or end an agreement, under Section 173 of the Act	\$643.00	\$659.00



## Fees and charges

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Class - Statutory Planning Fees - Amendments to Permits S.72 Regulation 11</b>		
Class 1 - Amendment to a permit to change the use allowed by the permit or allow a new use	\$1,286.10	\$1,318.10
Class 2 - Amendment 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 allows or to change any or all of the conditions which apply to the permit	\$1,286.10	\$1,318.10
<b>Single Dwelling (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 - (Class 2) less than \$10,000.	\$195.10	\$199.90
Class 4 - (Class 3) more than \$10,000 less than \$100,000	\$614.10	\$629.40
Class 5 - (Class 4) more than \$100,000 less than \$500,000	\$1,257.20	\$1,288.50
Class 6 - (Class 5 and 6) more than \$500,000 less than \$2,000,000	\$1,358.30	\$1,329.10
<b>VicSmart Applications</b>		
Class 7 - (Class 7) Less than \$10,000	\$195.10	\$199.90
Class 8 - (Class 8) more than \$10,000	\$419.10	\$429.40
Class 9 - (Class 9) to subdivide or consolidate land	\$195.10	\$199.90
<b>Development (including single dwellings &gt; more than \$2,000,000)</b>		
Class 10 - (Class 10) Less than \$100,000 - amend a permit to develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land)	\$1,119.90	\$1,147.80
Class 11 - (Class 11) \$100,001 to \$1,000,000 - amend a permit to develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land)	\$1,510.00	\$1,547.60
Class 12 - (Class 12,13,14 or 15) More than \$1,000,001 - amend a permit to develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land)	\$3,330.70	\$3,413.70
<b>Subdivision</b>		
Amendments to class 16 permit: to subdivide an existing building (other than a class 9 permit)	\$1,286.10	\$1,318.10
Amendments to class 17 permit: to subdivide an existing building (other than a class 9 permit)	\$1,286.10	\$1,318.10
Amendments to class 18 permit: to subdivide land into two lots (other than a class 9 or class 16 permit)	\$1,286.10	\$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)	\$1,286.10	\$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	\$1,286.10	\$1,318.10

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
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.	\$1,286.10	\$1,318.10
Amendments to a class 22 permit an application for a permit not otherwise provided for in the Regulations.	1,286.10	\$1,318.10
<b>Port Phillip Planning and Administration Fees</b>		
Secondary consent - Fee for amending Endorsed Plans	\$136.60	\$140.00
Certification - Endorsement of Plans of Subdivision	\$170.50	\$174.80
Request under section 29A of the building Act 1993 for report and consent on proposed demolition	\$83.10	\$85.20
Fast Track Fee - for minor planning applications (such as painting of heritage buildings and minor works applications) that are able to be processed without advertising or the need for external referrals	\$129.00	\$132.50
Car parking consent - for determining satisfactory car parking where no Planning Permit is required	\$136.60	\$140.00
Advertising - Board - per advertising sign when planning permit applications are required to be advertised	\$79.80	\$82.00
Advertising - Letter - per letter when planning permit applications are required to be advertised	\$11.60	\$11.90
Planning Confirmation - for response to requests for Planning information	\$182.55	\$187.55
Copy of Planning Register - for a copy of the planning register	\$79.75	\$81.95
<b>Extension of time</b>		
1 dwelling	\$602.70	\$619.00
2 to 9 dwellings	\$727.45	\$747.00
10 or more dwellings	\$965.15	\$991.50
Subdivisions	\$602.70	\$619.00
Commercial/industrial	\$887.55	\$912.00
Mixed use with 1 to 9 dwellings	\$887.55	\$912.00
Mixed use with 10 or more dwellings	\$965.15	\$991.50
<b>Planning file search</b>		
Residential lodged from 2010 onwards	\$105.65	\$110.00
Residential lodged during or prior to 2010	\$58.40	\$60.00
Residential Property Information Request	\$105.00	\$108.00
Commercial Applications - Lodged from 2010 onwards	\$332.00	\$341.00
Commercial Applications - Lodged prior 2010	\$97.00	\$108.00
<b>Scanning / photocopying fee - per sheet / page</b>		
A4	\$1.40	\$1.40
A3	\$2.30	\$2.30
A2	\$5.10	\$5.10
A1 and A0	\$7.80	\$8.00

## Fees and charges

### Health services

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
Food Act Registration & Renewal of Registration Fees - High Risk Class 1 Permits. Initial registration fees decrease on a pro-rata basis by 1/4 every 3 months throughout the annual registration period		
Small (1 staff member) e.g. child care	\$300.00	\$340.00
Medium (2+ staff) e.g. Aged / Residential Care	\$450.00	\$465.00
Food Act Registration & Renewal of Registration Fees - Class 2 regular (predominantly) commercial premises - open most days of the week or mobile or temporary premises operating regularly (most weekends, large events). Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$300.00	\$340.00
Medium	\$600.00	\$620.00
Large	\$850.00	\$870.00
Food Act Registration and Renewal of Registration Fees - Class 3 regular (predominantly) commercial premises - open most days of the week or mobile or temporary premises operating regularly (most weekends, large events). Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$200.00	\$205.00
Medium	\$330.00	\$340.00
Large	\$450.00	\$465.00
<b>Food services</b>		
Food Act Registration and Renewal of Registration Fees - Supermarkets. Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$600.00	\$620.00
Medium	\$850.00	\$870.00
Large	\$1,275.00	\$1,307.00
<b>Food Act Registration and Renewal of Registration Fees - Class 2 Community Groups and Clubs. Initial registration fees decrease on a pro-rata basis quarterly</b>		
Small	\$75.00	\$77.00
Regular	\$150.00	\$154.00
Large	\$600.00	\$620.00
<b>Food Act Registration and Renewal of Registration Fees - Class 3 Community Groups and Clubs. Initial registration fees decrease on a pro-rata basis quarterly</b>		
Small	\$65.00	\$67.00
Regular	\$125.00	\$130.00
Large	\$330.00	\$340.00
<b>Mobile or temporary premises associated with a permanent fixed premises</b>		
Class 2	\$150.00	\$160.00
Class 3	\$125.00	\$130.00

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Commercial temporary premises operating for up to three months</b>		
Class 2	\$0.00	\$115.00
Class 3	\$0.00	\$85.00
<b>Commercial temporary premises operating between 3 - 6 months</b>		
Class 2	\$0.00	\$230.00
Class 3	\$0.00	\$170.00
<b>Commercial temporary premises operating between 6 -12 months</b>		
Class 2	\$0.00	\$460.00
Class 3	\$0.00	\$340.00
<b>Commercial mobile or temporary premises - single event or maximum 2 consecutive days</b>		
Class 2	\$75.00	\$77.00
Class 3	\$65.00	\$67.00
<b>Community group, sporting club, school or other not for profit - mobile or temporary premises - operating occasionally, seasonally or up to 12 months</b>		
Class 3	\$60.00	\$65.00
Class 2	\$71.00	\$75.00
<b>Food Act Registration Late Fees</b>		
Registration late fee (Class 1)	\$75.00	\$77.00
Registration late fee (Class 2 and 3)	\$125.00	\$128.00
<b>Transfer of Registration Fees (Food Act)</b>		
Class 1 and 3	\$127.00	\$160.00
Class 2	\$188.00	\$240.00
<b>Plan Approval Fee (optional)</b>		
Class 1 and 3	\$160.00	\$164.00
Class 2	\$240.00	\$246.00
<b>Transfer Inspection Report fees (Food Act)</b>		
Class 1 and 3	\$160.00	\$164.00
Class 2	\$240.00	\$246.00
<b>Registered Charities</b>		
Class 1,2 and 3	\$0.00	\$0.00

## Fees and charges

Description	2018/19 fee <small>(incl. GST if applicable)</small>	2019/20 fee <small>(incl. GST if applicable)</small>
<b>Personal services premises</b>		
Public Health and Wellbeing Act Fee - Personal services premises. Hairdresser and low-risk beauty parlour fee is full amount and is a one-off single payment with no requirement to renew registration 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 1/4 every three months throughout the annual registration period and must be renewed annually.		
Registration Fee	\$200.00	\$205.00
Registration Late Fee	\$77.00	\$77.00
Plan Approval Fee	\$60.00	\$61.00
Transfer of registration fees	\$125.00	\$128.00
Transfer Inspection Report fees	\$200.00	\$205.00
<b>Prescribed accommodation</b>		
Prescribed accommodation - Residential Accommodation / Rooming House / Youth Hostel / Student Dormitory / Hotel / Motel Registration Fees		
1 to 10 residents	\$260.00	\$266.00
11 to 20 residents	\$407.00	\$417.00
21 to 40 residents	\$606.00	\$621.00
41 to 60 residents	\$991.00	\$1,016.00
61 to 80 residents	\$1,653.00	\$1,694.00
81+ residents	\$2,042.00	\$2,093.00
<b>Registration Late Fee</b>		
Registration Late Fee	\$66.00	\$77.00
<b>Plan Approval Fee</b>		
Category 1 (1 to 20 residents)	\$175.00	\$179.00
Category 2 (21 to 60 residents)	\$225.00	\$231.00
Category 3 (61+ residents)	\$250.00	\$256.00
<b>Transfer of registration fees (Public Health and Wellbeing Act)</b>		
Category 1 (1 to 20 residents)	\$150.00	\$154.00
Category 2 (21 to 60 residents)	\$260.00	\$266.00
Category 3 (61+ residents)	\$390.00	\$400.00
<b>Transfer Inspection Report fees (Public Health and Wellbeing Act)</b>		
Category 1 (1 to 20 residents)	\$200.00	\$205.00
Category 2 (21 to 60 residents)	\$300.00	\$307.00
Category 3 (61+ residents)	\$400.00	\$410.00

## Local laws and animal management

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Animal management</b>		
Domestic Animal Business registration fee	\$270.00	\$276.00
<b>Animal management infringements (Domestic Animal Act 1994)</b>		
Statutory Penalty Unit	\$161.00	\$165.00
Penalty Reminder Notice	\$25.10	\$25.80
<b>Dog</b>		
Permit for multiple dogs per residence (one off payment)	\$68.00	\$70.00
Restricted breed dog - includes any declared, menacing, dangerous dogs	\$262.00	\$268.00
Minimum fee non-pensioner	\$69.00	\$70.00
Maximum fee non-pensioner	\$205.00	\$210.00
Minimum fee pensioner	\$31.00	\$32.00
Maximum fee pensioner	\$94.00	\$96.00
Reclaim impounding fees	\$166.00	\$170.00
Rebate for Assist Dogs (on production of required documentation)	-\$69.00	-\$69.00
<b>Cat</b>		
Minimum fee non-pensioner	\$36.00	\$37.00
Maximum fee non-pensioner	\$104.00	\$106.00
Minimum fee pensioner	\$16.00	\$16.50
Maximum fee pensioner	\$49.00	\$51.00
Reclaim impounding fees	\$86.00	\$88.00
Deposit cat trap (Refundable)	\$100.00	\$100.00
Cat trap fee per week	\$10.00	\$10.50
<b>Local Laws</b>		
<b>Local Laws reclaim fee</b>		
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>		
Significant Trees - application fee to apply for permit to remove or prune a significant tree on private land	\$104.00	\$69.00
Significant Tree - application fee for removal, per significant tree on private land	\$150.00	\$175.00
Significant Trees - permit fee to remove or prune a significant tree on private land	\$67.00	\$69.00
General Local Laws Permit Fee	\$205.00	\$250.00
<b>Local Law infringements</b>		
Local Law No.1 (Sentencing Act 1991) per penalty unit	\$100.00	\$100.00
Penalty Reminder Notice	\$25.10	\$25.80

## Fees and charges

### Public space

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Events</b>		
Event and promotion application fee	\$90.00	\$90.00
Amendments to approval fee	\$60.00	\$100.00
Late documentation	\$90.00	\$300.00 to \$6,500.00
Parking on Reserve fee (per car)	\$97.00	\$100.00
Traffic management costs (per hour)	\$113.00	\$116.00
Winter events 50 per cent of full fee	50% of full fee	50% of full fee
<b>Weddings and minor events</b>		
Event Minor non-wedding (2-hour permit)	\$88.00 to \$140 per hr	\$200.00
Wedding heritage gardens (2-hour permit)	\$140.00 per hr	\$350.00
Wedding non-heritage gardens (2-hour permit)	\$88.00 per hr	\$200.00
Wedding photography only	\$0.00	\$100.00
<b>Commercial Promotions</b>		
Product Promotions - roving, no structures (per hour)	\$320.00	\$330.00
Product Promotions - with structures or vehicles (per hour) - St Kilda Precinct	\$490.00	\$505.00
Product Promotions - with structures or vehicles (per hour) - outside St Kilda Precinct	\$380.00	\$390.00
Product Promotions - per day fee for an eight-hour day	\$2,835.00	\$2,920.00
Product Promotions - per day fee for an eight-hour day package (Minimum three days)	\$2,360.00	\$2,425.00
Distributing Promotional Flyers - for Port Phillip businesses (per hour)	\$20.00	\$20.00
Distributing Promotional Flyers - for Port Phillip businesses (full day / eight hours)	\$102.00	\$105.00
<b>Commercial Event or Promotion - site fee per day</b>		
Bump in and bump out fee - weekdays per days	\$650.00	\$670.00
Bump in and bump out fee - weekends per day	\$800.00	\$820.00
Catani Gardens Base Fee	\$7,000.00	\$7,200.00
South Beach Reserve Base Fee	\$6,315.00	\$6,490.00
Closure of Pier Road	\$1,450.00	\$1,480.00
Combined tourism event (St Kilda Town Hall and front lawn) - long stay	\$0.00	\$2,645.00
Combined tourism event (St Kilda Town Hall and front lawn) - bump in and bump out fee	\$0.00	\$737.00
Combined use of South Beach Reserve and St Kilda Foreshore (up to 5,000 participants)	\$7,472.00	\$7,676.00
Small events	\$287.00	\$300.00

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
Intermediate events	\$665.00	\$675.00
Medium events	\$1,275.00	\$1,300.00
Large events	\$2,575.00	\$2,645.00
Major event	\$6,315.00	\$6,490.00
High risk / high impact event	\$7,200 to \$30,000	\$7,200 to \$30,000
St Kilda peak season (December - February)	\$7,200 to \$30,000	\$7,200 to \$30,000
Refundable Security Bond per site	\$5,000 to \$50,000	\$5,000 to \$50,000
Refundable Noise Bond	\$5,000 to \$50,000	\$5,000 to \$50,000
<b>On-road events</b>		
Combination Events (Reserve and road use); flat fee 0 - 2,000 registered participants inclusive	\$10,235.00	\$10,515.00
Combination Events (Reserve and road use) for events with over 2,000 registered participants, additional fee per registered participant 2,001+	\$5.10	\$5.20
On-Road Only (per participant) - minimum charge 2,000 participants	\$1.55	\$1.60
Busking Fee - 6 months 9 am to 9 pm	\$50.00	\$55.00
Street Stall Permit / Collection	\$63.00	\$65.00
Temporary signage fee - up to 14 days only	\$148.00	\$150.00
<b>Markets</b>		
Outdoor Markets (per session)	\$650.00	\$650.00
<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)



## Fees and charges

We thrive by harnessing our creativity

### Arts, culture and heritage

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Heritage</b>		
Curatorial Services (heritage image reproduction service - digital image delivery by email or CD)	\$37.50	\$37.50
Gallery hire fee for exhibitions - room 1 (4 week hire)	\$935.00	\$950.00
Gallery hire fee for exhibitions - rooms 2 and 3 (4 week hire)	\$1,925.00	\$2,000.00
Gallery hire fee for exhibitions for individuals - rooms 1, 2 and 3 (4 week hire)	\$1,375.00	\$1,400.00
Gallery hire fee for exhibitions for groups - rooms 1, 2 and 3 (4 week hire)	\$1,045.00	\$1,075.00
Hire of Shakespeare Grove Artist studios (standard size studio) (per month)	\$189.89	\$195.80
<b>Filming permits</b>		
Filming Permits (motion pictures & related photography (community / cultural benefit))	\$185.00	\$190.00
Filming Permits (motion pictures & related photography (first day))	\$905.00	\$930.00
Filming Permits (motion pictures & related photography (second day))	\$551.00	\$565.00
Filming Permits (motion pictures & related photography (third and subsequent days))	\$185.00	\$190.00
Filming Permits (motion pictures, half day)	\$551.00	\$565.00
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)	\$420.00	\$430.00
Photography Permit (commercial stills photography - second and subsequent days)	\$185.00	\$190.00
<b>Access Arts</b>		
Community based social and recreational activity (per hour)	\$0.00	\$27.60

## Economic development and tourism

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<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 Street - Primary	N/A	\$97.20
Acland Street - Secondary	N/A	\$61.00
Armstrong Street - Primary	N/A	\$53.20
Barkly Street- Primary	N/A	\$61.60
Barkly Street- Secondary	N/A	\$50.40
Bay Street -Primary	N/A	\$61.60
Bay Street - Secondary	N/A	\$44.80
Bridport Street - Primary	N/A	\$89.60
Bridport Street - Secondary	N/A	\$56.00
Carlisle Street - Primary	N/A	\$75.60
Carlisle Street - Secondary	N/A	\$50.40
Clarendon Street - Primary	N/A	\$67.20
Clarendon Street - Secondary	N/A	\$53.20
Coventry Street - Primary	N/A	\$61.60
Fitzroy Street - Primary	N/A	\$33.60
Fitzroy Street - Secondary	N/A	\$47.60
Glen Eira Road - Primary	N/A	\$44.80
Glenhuntly Road - Primary	N/A	\$53.20
Ormond Road - Primary	N/A	\$67.20
Tennyson Street- Primary	N/A	\$42.00
Victoria Ave - Primary	N/A	\$39.20
All other areas - Tertiary	N/A	\$33.60
<b>Footpath occupancy permits - Chairs - to place a chair on the footpath (annual cost per item).</b>		
Acland Street - Primary	N/A	\$149.30
Acland Street - Secondary	N/A	\$93.60
Armstrong Street - Primary	N/A	\$81.70
Barkly Street - Primary	N/A	\$94.60
Barkly Street - Secondary	N/A	\$77.40
Bay Street Primary	N/A	\$94.60
Bay Street - Secondary	N/A	\$68.80
Bridport Street - Primary	N/A	\$137.60
Bridport Street - Secondary	N/A	\$86.00
Carlisle Street - Primary	N/A	\$116.10
Carlisle Street - Secondary	N/A	\$77.40

## Fees and charges

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
Clarendon Street - Primary	N/A	\$103.20
Clarendon Street - Secondary	N/A	\$81.70
Coventry Street - Primary	N/A	\$94.60
Fitzroy Street - Primary	N/A	\$51.60
Fitzroy Street - Secondary	N/A	\$73.10
Glen Eira Road - Primary	N/A	\$68.80
Glenhuntly Road - Primary	N/A	\$81.70
Ormond Road - Primary	N/A	\$103.20
Tennyson Street - Primary	N/A	\$64.50
Victoria Ave - Primary	N/A	\$60.20
All other areas - Tertiary	N/A	\$51.60
<b>Footpath occupancy permits - Glass Screens - Tables - to place a table within a glass screen on the footpath (annual cost per item).</b>		
Acland Street - Primary	N/A	\$139.60
Acland Street - Secondary	N/A	\$88.00
Armstrong Street - Primary	N/A	\$79.80
Barkly Street - Primary	N/A	\$92.40
Barkly Street - Secondary	N/A	\$75.60
Bay Street Primary	N/A	\$92.40
Bay Street - Secondary	N/A	\$67.20
Bridport Street - Primary	N/A	\$134.40
Bridport Street - Secondary	N/A	\$84.00
Carlisle Street - Primary	N/A	\$113.40
Carlisle Street - Secondary	N/A	\$76.60
Clarendon Street - Primary	N/A	\$100.80
Clarendon Street - Secondary	N/A	\$79.80
Coventry Street - Primary	N/A	\$92.40
Fitzroy Street - Primary	N/A	\$50.40
Fitzroy Street - Secondary	N/A	\$71.40
Glen Eira Road - Primary	N/A	\$67.20
Glenhuntly Road - Primary	N/A	\$79.80
Ormond Road - Primary	N/A	\$100.80
Tennyson Street - Primary	N/A	\$63.00
Victoria Ave - Primary	N/A	\$58.80
All other areas - Tertiary	N/A	\$50.40

Description	2018/19 fee <small>(incl. GST if applicable)</small>	2019/20 fee <small>(incl. GST if applicable)</small>
<b>Footpath occupancy permits - Glass Screens - Chairs - to place a chair within a glass screen on the footpath (annual cost per item).</b>		
Acland Street - Primary	N/A	\$213.70
Acland Street - Secondary	N/A	\$135.10
Armstrong Street - Primary	N/A	\$122.55
Barkly Street - Primary	N/A	\$141.90
Barkly Street - Secondary	N/A	\$116.10
Bay Street Primary	N/A	\$141.90
Bay Street - Secondary	N/A	\$103.20
Bridport Street - Primary	N/A	\$206.40
Bridport Street - Secondary	N/A	\$129.00
Carlisle Street - Primary	N/A	\$174.15
Carlisle Street - Secondary	N/A	\$116.10
Clarendon Street - Primary	N/A	\$154.80
Clarendon Street - Secondary	N/A	\$122.55
Coventry Street - Primary	N/A	\$141.90
Fitzroy Street - Primary	N/A	\$77.40
Fitzroy Street - Secondary	N/A	\$109.65
Glen Eira Road - Primary	N/A	\$103.20
Glenhuntly Road - Primary	N/A	\$122.55
Ormond Road - Primary	N/A	\$154.80
Tennyson Street - Primary	N/A	\$96.75
Victoria Ave - Primary	N/A	\$90.30
All other areas - Tertiary	N/A	\$77.40
<b>Footpath occupancy permits - various</b>		
Footpath occupancy permits - Advertising signs one per property only	\$329.45	\$329.45
Footpath occupancy permits - Display of goods	\$394.00	\$394.00
Footpath occupancy permits - Planters per premises with outdoor furniture	\$113.53	\$0.00
Footpath occupancy permits - Per screen per premises with outdoor furniture	\$200.34	\$200.35
Footpath occupancy permits - Outdoor heaters	\$132.45	\$132.45
Renewal Fee	\$120.00	\$120.00
New Applications Fee	\$120.00	\$120.00
Transfers	\$120.00	\$70.00
Glass Screen Application Fees	\$250.00	\$250.00
Miscellaneous items including menu boards, newspaper stands	\$183.75	\$183.75
Delineation marker per marker	\$42.45	\$42.45

## Fees and charges

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Temporary Permits</b>		
Temporary Application Fee	\$69.70	\$69.70
Temporary - Marketing and Promotion activity (daily charge) to a max of \$305	\$75.85	\$75.85
Advertising signs application fee	\$69.70	\$69.70
Advertising signs per day (with a maximum of \$255)	\$41.00	\$41.00
<b>Extended Trading - Outdoor seating</b>		
Extended Trading application fee	\$69.70	\$69.70
Extension of current situation \$10m <sup>2</sup> minimum of \$200	\$228.60	\$228.60
Marque enclosing outdoor seating \$15m <sup>2</sup> minimum of \$200	\$228.60	\$228.60
<b>Mobile Food Vans</b>		
Mobile Food Vans Permit	\$2,280.00	\$2,280.00
Mobile Food Vehicle Application Fee	\$74.00	\$74.00

## Festivals

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>St Kilda Festival</b>		
St Kilda Festival road trading (non-alcohol per m <sup>2</sup> )	\$10.00	\$10.75
St Kilda Festival road trading (with alcohol per m <sup>2</sup> )	\$27.00	\$29.00
St Kilda Festival Itinerant Market Stall (high pedestrian zone)	\$330.00	\$355.00
St Kilda Festival Itinerant Market Stall (regular zone)	\$171.00	\$184.00
St Kilda Festival All Food Vending Areas (under 15 m <sup>2</sup> )	\$79.00	\$85.00
St Kilda Festival All Food Vending Areas (over 15 m <sup>2</sup> )	\$121.00	\$130.00
St Kilda Festival Permit Administration Fee	\$32.00	\$34.00
St Kilda Film Festival call for entry fee - early bird rate	\$36.00	\$32.00
St Kilda Film Festival call for entry fee - standard rate	\$40.00	\$45.00
St Kilda Festival call for entry fee	\$34.00	\$35.00
Cost Recovery (infrastructure and power hire)	Full Cost Recovery	Full Cost Recovery
Live N Local entry fee	\$34.00	\$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)	\$635.00	\$652.40
Esplanade Market (3 monthly permits) 2.4 metre size site (1 October to 31 March)	\$700.00	\$719.20
Esplanade Market (6 monthly permits) 2.4 metre size site	\$1,160.00	\$1,191.80
Esplanade Market (12 monthly permits) 2.4 metre size site	\$2,160.00	\$2,219.20
Esplanade Market (casual permits) 2.4 metre size site (1 July - 30 September and 1 April - 30 June)	\$78.00	\$80.15
Esplanade Market (casual permits) 2.4 metre size site (1 October to 31 March)	\$87.00	\$89.40
Esplanade Market (3 monthly permits) 3.1 metre size site (1 July - 30 September and 1 April - 30 June)	\$698.00	\$717.10
Esplanade Market (3 monthly permits) 3.1 metre size site (1 October to 31 March)	\$770.00	\$791.10
Esplanade Market (6 monthly permits) 3.1 metre size site	\$1,275.00	\$1,309.95
Esplanade Market (12 monthly permits) 3.1 metre size site	\$2,377.00	\$2,442.10
Esplanade Market (casual permits) 3.1 metre size site (1 July - 30 September and 1 April - 30 June)	\$87.00	\$89.40
Esplanade Market (casual permits) 3.1 metre size site (1 October to 31 March)	\$96.00	\$98.50
Administration fee - new stallholders	\$30.00	\$30.80
Late fee on invoice payment - permanent stallholders	\$30.00	\$30.80
Late fee on invoice payment - casual stallholders	\$10.00	\$10.25
Ready to eat food - Casual stalls 3.1m site (1 July - 30 September and 1 April - 30 June)	\$173.00	\$177.75
Ready to eat food - Casual stalls 3.1m site (1 October - 31 March)	\$191.00	\$196.20
Ready to eat food - Casual stalls oversize site (1 July - 30 September and 1 April - 30 June)	\$236.00	\$242.45
Ready to eat food - Casual stalls oversize site (1 October - 31 March)	\$261.00	\$268.15
Coffee Vendor 2.4m - Quarterly Permits - for 3 months. (July - September, October - December, January - March, April - June)	\$950.00	\$976.00
Coffee Vendor 3.1m - Quarterly Permits - for 3 months. (July - September, October - December, January - March, April - June)	\$978.00	\$1,004.80
Coffee Vendor - Casual Fee	\$118.00	\$121.20

## Libraries

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
Local History - microfiche reader printer copies	\$0.20	\$0.20
Internet/PC copy charge	\$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 Photocopy Charges	\$1.00	\$1.05
Inter Library Loans	\$2.00	\$2.10

## Fees and charges

### Our commitment to you

#### Finance and project management

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Rates</b>		
Land Information Certificates	\$26.30	\$27.00
Urgent Land Information Certificates	\$95.00	\$97.40
<b>Financial management</b>		
Dishonoured Cheques	\$45.00	\$46.20
Merchant Surcharge - American Express	0.50%	0.65%
Merchant Surcharge - Eftpos and Debit cards	0.50%	0.59%
Merchant Surcharge - Visa/ Mastercard Credit cards	0.50%	1.16%

#### Governance, risk and policy

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Freedom of Information</b>		
Freedom of Information requests (excluding photocopying charges)	\$28.90	\$28.90
Search Fees - charge rate is per hour	\$21.70	\$21.70
Photocopying A4 per copy black and white	\$0.20	\$0.20
Photocopying A4 per copy colour	\$1.00	\$1.00
Public Liability Fee	\$28.50	\$31.00
<b>Hall hire</b>		
<b>St Kilda Town Hall - Auditorium full (including kitchen)</b>		
Community (registered not for profit) Monday - Thursday	\$993.00	\$920.00
Community (registered not for profit) Friday - Sunday	\$1,654.00	\$1,699.30
Standard Hire Monday - Thursday	\$2,329.00	\$1,800.00
Standard Hire Friday - Sunday	\$4,585.00	\$3,500.00
<b>Port Melbourne Town Hall - Auditorium (including kitchen)</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	\$1,396.00	\$945.00
Standard Hire Friday - Sunday	\$1,752.00	\$945.00
<b>South Melbourne Town Hall - Auditorium (including kitchen)</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

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
Standard Hire daily rate Monday to Thursday	\$1,436.00	\$1,436.00
Standard Hire Friday - Sunday	\$1,918.00	\$1,918.00
Standard Hire Weekly Rate (only applicable for hires for seven consecutive days or more)		\$8,616.00
<b>Meeting rooms</b>		
<b>St Kilda Town Hall - Nairm</b>		
Community per hour (non peak)	\$12.00	\$12.30
Community per hour (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$47.00	\$48.30
Standard Hire	\$95.00	\$97.60
<b>St Kilda Town Hall - Gunuwarra</b>		
Community per hour (non peak)	\$12.00	\$12.30
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hours Friday - Sunday)	\$47.00	\$48.30
Standard Hire	\$119.00	\$122.30
<b>St Kilda Town Hall - Wominjeka Reception</b>		
Community per hour (non peak)	\$12.00	\$12.30
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hours Friday - Sunday)	\$47.00	\$48.30
Standard Hire	\$119.00	\$122.30
<b>St Kilda Town Hall - Council Chamber</b>		
Community per hour (non peak)	\$12.00	\$12.30
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hours Friday - Sunday)	\$86.00	\$88.40
Standard Hire	\$177.00	\$181.90
<b>St Kilda Town Hall - St Kilda</b>		
Community per hour (non peak)	\$12.00	\$12.30
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hours Friday - Sunday)	\$47.00	\$48.30
Standard Hire	\$95.00	\$97.60
<b>St Kilda Town Hall - Ngargee</b>		
Community per hour (non peak)	\$12.00	\$12.30
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hours Friday - Sunday)	\$47.00	\$48.30
Standard Hire	\$119.00	\$122.30
<b>St Kilda Town Hall - Training</b>		
Community per hour (non peak)	\$12.00	\$12.30
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hours Friday - Sunday)	\$47.00	\$48.30
Standard Hire	\$119.00	\$122.30



## Fees and charges

Description	2018/19 fee <small>(incl. GST if applicable)</small>	2019/20 fee <small>(incl. GST if applicable)</small>
<b>St Kilda Town Hall - Port Melbourne room</b>		
Community per hour (non peak)	\$12.00	\$12.30
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hours Friday - Sunday)	\$47.00	\$48.30
Standard Hire	\$95.00	\$97.60
<b>Port Melbourne Town Hall meeting rooms</b>		
Community per hour (non peak)	\$12.00	\$12.30
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hours Friday - Sunday)	\$47.00	\$48.30
Standard Hire	\$95.00	\$97.60
<b>Port Melbourne Town Hall Council Chamber</b>		
Community per hour (non peak)	\$12.00	\$12.30
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hour Friday - Sunday)	\$69.00	\$70.90
Standard Hire	\$119.00	\$122.30
<b>South Melbourne Town Hall Council Chamber, Ballantyne Room, Music Rooms 1, 2 &amp; 3</b>		
Community day rate (bookings of no less than 5 hours)		\$215.00
Standard day rate (bookings of no less than 5 hours)		\$440.00
Community per hour	\$86.00	\$43.00
Standard Hire per hour	\$177.00	\$88.00
<b>Staff labour (per hour)</b>		
Duty Officer Fees - Monday - Thursday (minimum charge 3 hours)	\$40.00	\$41.10
Duty Officer Fees - Friday, Saturday and Sunday (minimum charge 3 hours)	\$70.00	\$71.90
Duty Officer Fees - Public Holidays (minimum charge 3 hours)	\$85.00	\$87.30
Security Guard Fees - Monday - Thursday (minimum charge 4 hours)	\$49.00	\$50.30
Security Guard Fees - Friday - Sunday and Public Holidays (minimum charge 4 hours)	\$82.00	\$84.20
Bond - Standard	\$3,147.00	\$3,147.00
Bond - Community	\$1,049.00	\$1,049.00

## Technology

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
<b>Geospatial Information Systems</b>		
GIS hourly rate for further work	\$67.00	\$68.80

## GLOSSARY

Term	Definition
<b>Act</b>	<b>Local Government Act 1989</b>
<b>Accounting Standards</b>	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 <b>Corporations Act 2001</b> . They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
<b>Adjusted underlying revenue</b>	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.
<b>Adjusted underlying surplus (or deficit)</b>	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.
<b>Annual budget</b>	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.
<b>Annual report</b>	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.
<b>Annual reporting requirements</b>	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
<b>Asset expansion expenditure</b>	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to beneficiaries.
<b>Asset renewal expenditure</b>	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
<b>Asset upgrade expenditure</b>	Expenditure that: <ul style="list-style-type: none"> <li>(a) enhances an existing asset to provide a higher level of service, or</li> <li>(b) increases the life of the asset beyond its original life.</li> </ul>
<b>Borrowing strategy</b>	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.
<b>Balance sheet</b>	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.
<b>Comprehensive income statement</b>	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.

Term	Definition
<b>Financial Statements</b>	<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>
<b>Statement of capital works</b>	<p>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 <b>Local Government (Planning and Reporting) Regulations 2014</b>.</p>
<b>Statement of cash flows</b>	<p>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.</p>
<b>Statement of changes in equity</b>	<p>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.</p>
<b>Budget preparation requirement</b>	<p>Under the Act, a Council is required to prepare and adopt an annual budget by 30 June each year.</p> <p>The <b>Local Government Amendment (Performance Reporting and Accountability) Bill 2013</b> 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.</p>
<b>Capital expenditure</b>	<p>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.</p>
<b>Capital works program</b>	<p>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.</p>

## Glossary

Term	Definition
<b>Carry forward capital works</b>	Carry forward capital works are those that are incomplete in the current budget year and will be completed in the following budget year.
<b>Council Plan</b>	Means a Council Plan prepared by Council under Section 125 of the <b>Local Government Act 1989</b> . This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework.
<b>Department of Environment, Land, Water and Planning (DELWP)</b>	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP).
<b>Discretionary reserves</b>	Discretionary reserves are funds earmarked by Council for various purposes.
<b>External influences in the preparation of a budget</b>	Matters arising from third party actions over which Council has little or no control, such as change in legislation.
<b>Financial sustainability</b>	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.
<b>Financing activities</b>	Financing activities means those activities that 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.
<b>Four way budgeting methodology (Strategic Resource Plan)</b>	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.
<b>Infrastructure</b>	Non-current property, plant and equipment, excluding land.
<b>Infrastructure strategy</b>	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.
<b>Internal influences in the preparation of the budget</b>	Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).
<b>Investing activities</b>	Investing activities means those activities that 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.
<b>Key assumptions</b>	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.
<b>Legislative framework</b>	The Act, Regulations and other laws and statutes that set a Council's governance, planning and reporting requirements.
<b>Local Government Model Financial Report</b>	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.

Term	Definition
<b>Local Government (Planning and Reporting) Regulations 2014</b>	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.
<b>New asset expenditure</b>	Expenditure that creates a new asset that provides a service that does not currently exist.
<b>Non-financial resources</b>	Means the resources other than financial resources required to deliver the services and initiatives in the budget.
<b>Non-recurrent grants</b>	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.
<b>Operating activities</b>	Operating activities means those activities that relate to the provision of goods and services.
<b>Operating expenditure</b>	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.
<b>Operating performance (Impact of current year on 2016/17 budget)</b>	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.
<b>Operating revenue</b>	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.
<b>Own-source revenue</b>	Means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).
<b>Performance statement</b>	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.
<b>Rate structure (Rating information)</b>	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.
<b>Rating strategy</b>	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.
<b>Recurrent grant</b>	A grant other than a non-recurrent grant.
<b>Regulations</b>	<b>Local Government (Planning and Reporting) Regulations 2014.</b>

## Glossary

Term	Definition
<b>Restricted cash</b>	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.
<b>Revised budget</b>	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 that cause a material change in the budget and which affects the financial operations and position of Council.
<b>Road Management Act</b>	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 <b>Local Government Act 1989</b> .
<b>Services, Initiatives and Major Initiatives</b>	<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>
<b>Statement of Capital Works</b>	Means a statement that 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.
<b>Statement of Human Resources</b>	Means a statement that shows all Council staff expenditure and the number of full time equivalent Council staff.
<b>Statutory reserves</b>	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.

Term	Definition
<p><b>Strategic Resource Plan (SRP)</b></p>	<p>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>Section 126 of the Act states that:</p> <ul style="list-style-type: none"> <li>• the strategic resource plan is the plan of the resources required to achieve the council plan strategic objectives</li> <li>• 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>• 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>• Council must review their strategic resource plan during the preparation of the council plan</li> <li>• 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>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 style="list-style-type: none"> <li>• prudently manage financial risks relating to debt, assets and liabilities</li> <li>• provide reasonable stability in the level of rate burden</li> <li>• consider the financial effects of council decisions on future generations</li> <li>• provide full, accurate and timely disclosure of financial information.</li> </ul> <p>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>
<p><b>Unrestricted cash</b></p>	<p>Unrestricted cash represents all cash and cash equivalents other than restricted cash.</p>
<p><b>Valuations of Land Act 1960</b></p>	<p>The <b>Valuations of Land Act 1960</b> requires a Council to revalue all rateable properties every two years. Valuations of Land Act - Section 11.</p>