



Council Plan 2021-31

Volume 2 / Year 4

Council Plan 2021-31

Volume 2 / Year 4

The Council Plan is divided across three volumes:

Volume 1 introduces the plan, including background information, development approach and details on the inputs that informed the plan. It outlines the vision our community has for our City over the 10-year period and presents our Strategic Directions (including the services provided and performance indicators for each), an overview of our financial strategy and a list of proposed capital works projects by neighbourhood.

Volume 2 contains the detailed financial information for the plan, including our 10-year Financial Plan. It includes information on our financial strategy, financial position, risks and sustainability. It also contains Council’s Asset Management Framework, a detailed asset plan and detailed financial information about our services provided in for each Strategic Direction.

Volume 3 provides information on the 28 services we provide to our community.

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

Contents

Financial strategy.....	3
Addressing our financial challenges	3
Our 10-year Financial Plan.....	10
Financial outcomes.....	14
Our asset management framework.....	25
Budget financial overview.....	38
Delivering on our Strategic Directions	46
Rates expenditure allocation	46
Services spend	48
Financial statements and statutory schedules	56
Income statement.....	57
Project portfolio.....	82
Rates and charges	98
Rates	98
Differential rates.....	107
Fees and charges	115
Measuring Performance.....	151
Targeted performance indicators - service.....	152
Targeted performance indicators- financial	153
Financial performance indicators.....	155
Sustainable capacity indicators.....	157
Glossary	158

Financial strategy

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

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

Addressing our financial challenges

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

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

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

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

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

When responding to these challenges and continuing to deliver the services our community value, we need to keep rates affordable (as measured by the rates cap) despite pressure on other revenue sources and key service and construction costs growing faster than the rates cap. It is also essential that we increase investment to address growth, ageing assets and climate change. Without action, the Financial Plan forecasts a cumulative \$106 million funding gap.

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

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

Strategic levers

Strategic Lever 1: efficiency and cost savings

The community's expectation for better value in Council service delivery has been reflected in Council's decision-making. Council has completed several initiatives to ensure that its services are delivered in the most efficient and effective manner possible. These initiatives include a one-off councillor-led cost review program and the ongoing successful drive for efficiency savings. Efficiency savings of \$1.5 million are included in Budget 2024/25. This results in \$6.4 million of total permanent savings delivered in the four budgets of this Council and \$12.6 million delivered over the four budgets of the previous Council. Cumulative savings since the introduction of rate capping in 2016/17 are more than \$113 million. These initiatives have been supported by improved capability in Council planning, process improvement and project management.

Over the life of the Financial Plan, we will target efficiency savings equivalent to one per cent (approximately \$1.8 million) of operating expenditure (less depreciation) per annum. Cumulative savings are expected to be \$106 million over the 10-year period. Key initiatives to deliver these savings include an ongoing

service review program to better define our service requirements and target support and describe our commitment to better-practice procurement and asset management, the sale of surplus properties and investment in business process and system improvement.

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

Strategic Lever 2: appropriate use of borrowings and reserves

We will consider borrowings for property acquisitions, large capital works or operating projects that provide intergenerational community benefit, and initiatives that deliver sufficient

revenue streams (including financial savings) to service the debt. Borrowings will not be used to fund ongoing operations. We have no current debts outstanding (noting some finance lease liabilities). Borrowing will be reviewed annually as part of the budget process and as needed for significant projects.

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

The plan allocates five per cent of Fishermans Bend derived rates to the Municipal Growth Fund to be invested in Fishermans Bend.

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

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

Over the next four years we are forecasting a net drawdown of \$90.8 million from reserves (excluding project deferrals). This is predominately due to Council's public space acquisition strategy.

Strategic Lever 3: careful management and prioritisation of expenditure

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

In addition to disciplined budget setting and expenditure monitoring, the Financial Plan strategy provides \$5.6 million per annum for operating projects including cloud-based technology that will be recognised as

operating expenditure. Some years may be higher where benefits justify increased investments or where external funding is secured.

Our focus on improved asset management prioritises investment on assets most in need of intervention. Asset management plans guide this investment which includes greater investment in roads and footpaths in the near future.

Strategic Lever 4: setting fair and appropriate user charges

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

As per Council's Rating Strategy 2022-25 waste charges are separated from general rates. This aligns with the user-pays principle for private benefits such as direct waste services (for example, kerbside collection, hard waste and

Resource Recovery Centre operations). A tiered pricing structure to ensure fairer outcomes is used to recognise the different benefits received through kerbside collection services with pricing for different bin sizes, services and rebates.

Despite the ongoing risk of high forecast inflation, most fees increased by 3.65 per cent in the 2024/25 Budget. Benchmarking with surrounding municipalities and relevant industries is performed annually.

Where possible, we aim for service cost recovery (such as childcare fees increasing by 6.8 per cent) to recover as much of the direct cost of the service as possible while ensuring compliance with National Competition Policy and remaining competitive against similar service offerings in the municipality. We also balance the public versus private benefits in our decision-making.

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

Rates assistance

We recognise the impact municipal rates and other charges have on financially disadvantaged groups in our community. Our strategies to mitigate this impact include:

- An increase to general rates of 2.75 per cent, which is 0.65 per cent lower than forecast inflation (based on 3.4 per cent inflation for 12 months - June 2023 to June 2024).
- A Council-funded pensioner rebate (maximum) of \$220 in 2024/25, increasing by 4.8 per cent. We are one of very few councils offering this scheme.
- An option for self-funded retirees to defer their rates indefinitely at half the official penalty interest rate set by the Victorian Government (five per cent for the 2023/24 financial year).
- One-off waiver of a maximum of \$750 on application to the Chief Financial Officer in cases of extreme financial hardship.
- Providing a 50 per cent waiver of the general rate for housing accommodation that provides reduced rentals for older persons of limited means.
- Support for residents and ratepayers experiencing hardship through rate deferrals and payment arrangements.

Financial risks

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

Table 1: Financial risks.

Risk	Probability	Consequence	Risk rating	Mitigation	Residual risk
Fishermans Bend funding gap	Almost certain	Extreme	Catastrophic	Officers actively involved in the funding plan. Council will only be the development authority at an individual project basis where the project funding risk to Council is considered immaterial. Reserve increasing by 5% of Fishermans Bend Rates.	High
Site contamination on Council land (owned and managed)	Almost certain	Major	High	Council endorsed Site Contamination Management Policy. Proactive assessment of land over which Council has management or control will inform planning of works and assist in the prevention of major financial impacts.	Medium
Rates cap lower than Consumer Price Index (CPI)	Possible	Major	High	0.1% lower than the CPI = \$130,000 per annum. A 1% reduction in the first year (2024/25) will reduce rates income by \$15 million over the life of the 10-year Financial Plan. Our financial strategy will be reviewed, and financial levers adjusted to ensure financially sustainable.	Medium
Victorian Government planning reforms and lower property development than projected	Almost certain	Major	High	Our financial strategy will be reviewed as part of budget development, and financial levers adjusted to ensure we are financially sustainable. Planning fees and charges and service delivery to be reviewed as part of budget development.	Medium
Resource Centre upgrade or relocation	Likely	Major	High	Officers are continuing to develop options which will be considered as part of future years budget process.	Medium
Aged care reforms	Possible	Moderate	Medium	Council has agreed to transition to a new model of community-based service and to exit from in home services. There is ongoing risk that Council will have to respond to community expectations which may lead to additional investments.	Medium
Legal liabilities with associated financial risk	Possible	Major	Medium	Council is managing several contractual disputes for defective construction works and debtor recovery. Each claim is being managed carefully for both reputation and financial risk.	Medium
Construction costs due to high levels of construction works	Likely	Moderate	Medium	The Australian and Victorian Governments are heavily investing in local infrastructure in the short-to-medium terms, which is likely to impact on construction costs. Officers are factoring the additional costs when developing budgets.	Medium

Risk	Probability	Consequence	Risk rating	Mitigation	Residual risk
Future funding call for defined benefits superannuation liability	Unlikely	Moderate	Medium	Superannuation Board monitors the Vested Benefits Index on a quarterly basis to avoid material shortfall calls. Some cash reserves can be drawn down in the short-term and replenished over the long-term.	Medium
Enterprise Agreement renewal	Possible	Major	Medium	Risk that future Enterprise Agreements are above rate cap.	Medium
Joint venture (Albert Park Tennis and Hockey Club) financial performance and asset renewal	Likely	Moderate	Medium	Joint venture has made continual losses which erode original investment in the joint venture. Officers working closely with Wesley to determine updated renewal costs to maintain assets under the agreement. Noting there is likely to be a funding shortfall.	Medium
Build to Rent – Lower rates income and loss of open space contribution from developers	Likely	Moderate	Medium	Officers will continue to increase the impacts of growth in build-to-rent developments and the effects that this has on open space contributions.	Medium
Windfall gains tax (re-zoning)	Possible	Moderate	Low	Fishermans Bend rezoned prior to introduction of Windfall Gains Tax (depot sites). Council is only impacted where Council-owned land is rezoned across the municipality. Not many parcels have potential to be rezoned.	Low
Waste sector disruptions and changes to Environment Protection Authority (EPA) landfill levies	Possible	Major	High	Council introduced a separate waste charge as part of the 2022 rating strategy review informed by the Don't Waste it! Waste Management Strategy. Council will continue to monitor our waste cost to ensure the waste charge remains affordable.	Low
Workcover Scheme wind up and residual liabilities	Likely	Moderate	Medium	Officers are in contact with Municipal Association of Victoria (MAV) for the status of the Workcover Scheme. Council has some reserve that can be used to cover short-term calls.	Low
<i>Building Act 1993</i> changes and Municipal Building Surveyor (MBS) transfer of responsibility	Possible	Moderate	Medium	Officers alongside M9 are advocating against this. Noting recent transfer of responsibility of combustible cladding audit requirements back to local government.	Low
Kindergarten reforms	Almost certain	Moderate	Low	Officers will continue to monitor, evaluate and report to Council on the performance of both Council managed and community managed centres and the impacts of these reforms including the planned responses. Noting the ongoing impact of these sector specific staff shortages on delivery of long day care programs	Low

Monitoring our financial sustainability

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

Table 2: Financial stability measures.

Indicator Targets		Forecast	Projections									
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Net result %	Greater than 0%	2.9%	3.9%	5.9%	7.5%	5.9%	5.0%	4.6%	4.2%	5.1%	5.3%	4.9%
Adjusted underlying result	Greater than 5%	0.7%	1.3%	1.7%	2.4%	2.6%	1.7%	1.9%	2.1%	2.4%	2.7%	3.0%
Working capital	Working capital ratio >100%	402%	273%	183%	133%	131%	119%	123%	133%	148%	165%	178%
Internal financing	Net cashflow from operations to net capital expenditure >100%	113%	43%	64%	80%	107%	98%	120%	116%	121%	122%	118%
Indebtedness	Indebtedness ratio <40%	3.5%	3.1%	2.6%	2.2%	1.8%	1.4%	4.8%	4.4%	3.9%	3.5%	3.1%
Capital replacement	Capital to depreciation >150%	175%	474%	328%	279%	187%	191%	150%	150%	150%	150%	150%
Infrastructure renewal gap	Renewal and upgrade to depreciation >100%	126%	215%	230%	189%	144%	155%	122%	122%	121%	121%	121%
Overall financial sustainable risk rating		Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low

Our 10-year Financial Plan

Overview and context

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

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

Key outcomes of the financial plan

Identifying the impact of rate capping

We recognise community concern about the affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure. The community's expectation for better value in service delivery has been reflected in our decision-making. We continue to implement initiatives to ensure our services are delivered in the most efficient and effective manner possible. This includes a successful drive for efficiency savings. Permanent operational savings of \$1.5 million for the 2024/25 Budget have been identified, building on the \$6.4 million ongoing savings identified since Budget 2021/22.

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

The rate cap in 2024/25 is set at 2.75 per cent. This was recommended by the Essential Services Commission (ESC) to align with the previously released Victorian State Budget (May 2023) inflation projection of 2.75 per cent. Noting that more recent projections for inflation has been much higher than this, including the Reserve Bank of Australia inflation forecast of 3.4 per cent in November 2024. This continues with the trend of the rate cap being set lower than inflation.

The Financial Plan assumes a rates cap based on inflation. The impact of rate capping is quantified as an accumulated challenge of \$106 million over 10 years. This is a major challenge for us (and the sector as a whole) that will require fundamental changes to the way we operate. Our approach to managing this challenge is outlined below.

Financial challenge (rate capping)

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

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

- opportunities to further reduce our cost base without affecting service levels (such as efficiencies identified through process, procurement, and project planning and delivery improvements)
- ensuring that user fees and charges reflect the benefit that individual community members receive (that is, rates funding is not unreasonably subsidising services that provide private benefit)
- service delivery options, including changes to the way services are targeted and delivered and consideration of service level reductions in areas of lower strategic priority
- applying to the Essential Services Commission for rate increases above Consumer Price Index, 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 to invest in one-off new or improved assets where this is considered more efficient than debt.

Other aspects of the financial plan, such as expenditure and other revenue, are currently based on 'business as usual' planning. See the Financial Statements section for details.

Rate caps consistent with the Essential Services Commission methodology

Table 3: Rate cap projections.

	2024/25	2025/26	2026/27	2027/28	2033/34
Rate increase (aligned to inflation in future years)	2.75%	2.90%	2.60%	2.50%	2.50%
Accumulated rate capping challenge (\$ million)	(\$0.7)	(\$9.2)	(\$14.8)	(\$22.2)	(\$106.3m)

Growth in Port Phillip

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

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

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

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

Climate change and renewing community assets

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

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

This means additional costs. This plan reflects increasing renewals expenditure due to an expanding asset base, and cost escalation for delivering renewals and mitigating against the impacts of climate change. The plan also incorporates additional funding for Council's Act and Adapt Strategy 2023-28.

A major focus is continued improvements to our asset planning and management

capability. Insufficient investment in asset renewal will result in assets deteriorating much faster than necessary, adding costs in the long run and potentially compromising service levels.

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

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

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

Impacts of Australian and Victorian Governments' legislation and policies

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

- The Victorian Government incentivising build-to-rent developments through tax discounts. Rent developments (no subdivision) are not required to pay developer contributions impacting Council's ability to afford to expand and create new public open space despite a growing population.
- Transfer of responsibility relating to the maintenance and renewal of Victorian Government assets including public CCTV systems.
- Environment Protection Authority (EPA) landfill levy has increased from \$65.90 per tonne in 2019/20 to \$129.27 in 2023/24 (a 96 per cent increase over four years).
- Significant ongoing increases to WorkCover industry rates directly impacting Council WorkCover premium (Victorian Government).
- Indirect impact of government policies that formally or informally transfer service responsibility. For example, we currently allocate resources to support social housing (\$500,000 per annum over a 10-year period until 2024/25) a public policy area that in many respects should be the responsibility of federal and state governments.
- Introduction of the congestion levy, which is being partly funded by a contribution of rates revenue to mitigate the significant negative impact on visitation and trade in the areas where the levy applies (in addition to an increase in parking fees).
- Additional capital expenditure needed to ensure our buildings are compliant with the *Disability Discrimination Act 1992* and Building code.
- Heightened awareness of acts of terrorism in public places that require stricter emergency management resourcing. Greater proactive capital investments such as bollards and CCTV may be required to keep our community safe.
- The new *Environment Protection Amendment Act 2018* includes the introduction of new compulsory duties to report contamination to the Victorian Environment Protection Authority and manage site contamination. Council officers are working to develop a site contamination risk assessment matrix and determine its financial impact.
- Legislation imposed on Council to perform swimming pool audits.
- Amendments to the *Road Management Act 2004* shifts the responsibility of bridges to be maintained and renewed by Councils. The updated 10-year Financial Plan has an \$4.7 million capital expenditure on Broadway Bridge renewal. Other bridges are to be renewed based on the Asset Management Plan.
- Electrical Line Clearance Regulations 2020 requirements (tree pruning and other engineered solutions to stop occurrence of fire from electrical line).

Financial outcomes

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

Cash surplus and deficit

This is a measure of the cash inflows from all sources of revenue and the cash outflows for all expenditure (capital and operating expenditure). The Financial Plan presents a balanced budget over the 10-year horizon. It is important to note that we will have to make significant financial savings to meet the rate capping challenge (quantified as \$106 million over 10 years).

Borrowings

We have the capacity to borrow up to \$99 million and still achieve a low-risk rating by the Victorian Auditor General's Office (VAGO) financial sustainability risk assessment. We have no debt other than some finance lease liabilities as part of our financing strategy. It is likely that investing for growth will require the prudent use of borrowing, particularly as Council will be contributing to Fishermans Bend projects.

Working capital

This is a measure of current assets to current liabilities (our ability to pay existing liabilities that fall within the next 12 months). The Financial Plan expects this measure to stay well above 100 per cent over the 10-year period.

Infrastructure renewal gap

The infrastructure renewal gap ratio measures spending on existing assets through renewal and upgrade compared to depreciation. A ratio of 100 per cent or higher shows that spending on existing assets is moving at a faster rate than asset deterioration. The Financial Plan forecasts significant investment in existing assets over the next 10 years, achieving a renewal gap ratio between 121 per cent and 230 per cent. With aging stock our divestment and investment into this portfolio is essential to meet future community needs. The need for upgrades is driven by safety (the Building Code of Australia under the *Building Act 1993*) and accessibility (*Disability Discrimination Act 1992*). Council's Enterprise Asset Management Plan and asset portfolio plans provide further details of the assets we

have, with the funding and renewal ratios required to continue to enable the services the asset provides.

Financial sustainability

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

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

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

Table 4: Financial stability measures.

Indicator Targets		Forecast	Projections									
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Net result %	Greater than 0%	2.9%	3.9%	5.9%	7.5%	5.9%	5.0%	4.6%	4.2%	5.1%	5.3%	4.9%
Adjusted underlying result	Greater than 5%	0.7%	1.3%	1.7%	2.4%	2.6%	1.7%	1.9%	2.1%	2.4%	2.7%	3.0%
Working capital	Working capital ratio >100%	402%	273%	183%	133%	131%	119%	123%	133%	148%	165%	178%
Internal financing	Net cashflow from operations to net capital expenditure >100%	113%	43%	64%	80%	107%	98%	120%	116%	121%	122%	118%
Indebtedness	Indebtedness ratio <40%	3.5%	3.1%	2.6%	2.2%	1.8%	1.4%	4.8%	4.4%	3.9%	3.5%	3.1%
Capital replacement	Capital to depreciation >150%	175%	474%	328%	279%	187%	191%	150%	150%	150%	150%	150%
Infrastructure renewal gap	Renewal and upgrade to depreciation >100%	126%	215%	230%	189%	144%	155%	122%	122%	121%	121%	121%
Overall financial sustainable risk rating		Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low

Financial principles

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

Table 5: City of Port Phillip - financial principles.

Financial principle	Measures
1. Council will have fair, affordable and stable revenue and financing mechanisms.	Funding is prioritised towards achieving Council strategies and priorities and in accordance with key policies.
	The distribution of costs and revenues is to be fair and reasonable with a level of consistency in treatment.
	The capacity of people to pay will be considered in determining the appropriate mix of funding mechanisms.
	Where benefits from an investment are to be enjoyed by future generations, those future generations should contribute to the cost.
	Those who directly benefit from, or cause expenditure will contribute towards funding it.
	Funding mechanisms will be transparent, practical to implement and not involve unreasonable transaction costs.

Financial principle	Measures
	<p>Growth in universal services will be funded through growth in rates and the broader revenue base associated with growth.</p> <p>Rate revenue will remain at a stable percentage of total underlying revenue (target between 60% and 65% of total underlying revenue) and other revenue will be strengthened over the medium term to reduce reliance on rate revenue.</p>
2. Council will have an ongoing sustainable and balanced budget, and ideally a small cash surplus.	<p>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.</p> <p>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.</p> <p>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%.</p>
3. Council's asset base will be maintained, enhanced and expanded.	<p>The total pool of assets will increase in value each year, excluding the effect of any revaluation adjustments and sale of assets of lower strategic value.</p> <p>Capital expenditure compared to depreciation is to be greater or equal to 150% over a medium to long-term planning horizon.</p> <p>Assets will be managed in accordance with community need, optimum utilisation and long-term efficiency.</p> <p>Capital expenditure on existing assets (asset renewals and upgrades) will be higher than depreciation over a medium-to-long-term planning horizon.</p>
4. Capital will be managed in the most efficient manner possible.	<p>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%.</p> <p>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>Prudent use of debt shall be subject to achieving:</p> <ul style="list-style-type: none"> • indebtedness ratio (non-current liabilities compared to own source revenue) below 40% • loans and borrowings compared to rates below 70% • loans and borrowing repayments compared to rates below 20%. <p>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>
5. Council will proactively develop and lead an efficient and effective organisational culture.	<p>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>The organisation will target delivery of productivity and efficiency savings 1% of operating expenditure less depreciation per annum.</p>

Revenue and rating strategy

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

Rating Strategy 2022–2025

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

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

Non-rate revenue strategy

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

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

Advocacy is a key focus in seeking to access grants where relevant.

- Developer contributions (cash or land) are currently set at eight per cent of site value for Fishermans Bend Urban Renewal Area and five per cent for the rest of the municipality. We will review and consider a new Development Contribution Plan where appropriate. This is an important source of funding for investments in parks and foreshore open space assets.
- In accordance with our Property Policy, rent will be charged at market value for commercial properties. Peppercorn (minimum) rent may be charged to community groups that use Council properties to deliver a) community services aligned with Council's goals and priorities; b) significant community benefit to the City; c) have no capacity to generate income.
- We will invest the community's funds in accordance with the *Local Government Act 2020* and our Investment Policy. Our investments with authorised deposit institutions will balance the objectives of capital preservation, maintenance of liquidity, investment return targets and corporate social responsibility. We aim to achieve average yield at the 90-day bank bill swap rate, plus 50 basis points.

Our borrowing strategy

Our borrowings strategy is supported by the following principles:

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

Our asset management approach

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

- **Fit for purpose:** assets will deliver agreed levels of technical service to the organisation and community in terms of function (including safety and accessibility), condition, and capacity.
- **Community benefit:** Council will innovatively use its asset base to support the social, cultural and economic wellbeing of the community.
- **Environment sustainability:** assets are planned and developed to incorporate climate resiliency and mitigate our environmental impact.
- **Financial sustainability:** asset management decisions and practices ensure Council has the funds to look after, improve and grow its assets for current and future generations.
- **Advanced practice:** Council will demonstrate advanced asset management practice including the use of smart technology to optimise decisions and performance.

Financial resource planning assumptions and risks

Financial assumptions

- The Financial Plan is updated annually following a review of internal financial results and changes in the external environment. Following this, scenario analysis is performed to test key assumptions and to prepare a 10-year forecast that best represents our expected financial performance given those assumptions.
- The financial information used for 2024/25 (the base year) is based on the February 2024 forecast. The revenue and expenditure associated with growth has been separated from all other activities for the purposes of this Financial Plan. The assumptions associated with growth are included in the 'Planning for growth' section.

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

Table 6: Financial assumptions.

Indexation factors	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Consumer Price Index (CPI)	3.4%	2.9%	2.6%	2.5%	2.5%	2.5%	2.3%	2.3%	2.4%	2.5%
	Base on the most recent forecast from Deloitte Access Economics Business Outlook for Victoria.									
Rates cap – Essential Services Commission (ESC) recommended methodology	2.75%	2.9%	2.6%	2.5%	2.5%	2.5%	2.3%	2.3%	2.4%	2.5%
	There remains some uncertainty regarding the level of the rate cap in future years. For the purposes of the Financial Plan, Council has used forecasts from the Deloitte Access Economic Business Outlook for the Consumer Price Index (CPI). Noting that the rate cap continues to trend below inflation.									
Default waste charge	Based on cost recovery of direct waste services and private benefits including kerbside collection, hard waste and Resource Recovery Centre operations. Direct waste costs tend to increase above CPI. Noting that from 2024/25 the default waste charge will be subsidised by Material Recovery Facility Container Deposit Scheme Profit Sharing Protocol.									
Growth in the rate base	1.3% per annum based on latest population growth data from Profile ID and Fishermans Bend Taskforce adjusted for uncertainty due to COVID-19 for the next three years between 50%.									
Paid parking revenue	Growth in paid parking capped at CPI assumption.									
Parking Infringement revenue	Parking infringement notices capped at 2% due to high variability in infringement volumes.									
User fees and charges (non-parking)	User fees and charges is linked to inflation plus 0.25 percentage points per annum.									

Indexation factors	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Open space contributions (developer)	2024/25 based on developments on hand. Outyears approximately \$4.1 million per annum excluding Fishermans Bend. Noting that this has reduced in the short term to \$3.2 million due to the increasing prevalence of build-to-rent developments (as no subdivision – developer contributions are not payable). Contributions for Fishermans Bend are anticipated to reduce due to the projected establishment of the Development Contribution Plan for the precinct which will be managed by the Victorian Government.									
Government grants	Ongoing grants steady with CPI indexation. Capital grants are based on known funding. Outyears are set at a minimum of \$2.3 million adjusted for CPI indexation in addition to known project funding.									
Interest income	4.8%	4.3%	3.5%	3.0%	2.9%	2.8%	2.7%	2.6%	2.5%	2.5%
	Budget 2024/25 was based on current average investment earnings. Outyears based on the most recent forecast from Deloitte Access Economics Business Outlook 90-day bank bill swap rate, plus 50 basis points.									
Employee costs	2.5%	2.9%	2.6%	2.5%	2.5%	2.5%	2.3%	2.3%	2.4%	2.5%
	Current Enterprise Agreement (EA) ends at end of financial year 2024/25. The plan assumes EA linking to rates cap in out-years.									
Contract services, professional services, materials and other expenditure	Most contracts increase on 1 July based on full financial year to June inflation. Budget includes a 3.4% CPI indexation assumption. Noting that some contractors are indexed by specific contractual agreements.									
Direct waste costs	Based on cost recovery of direct waste services and private benefits including kerbside collection, communal waste services, hard waste and Resource Recovery Centre operations. Direct waste costs tend to increase above CPI.									
Bad and doubtful debts	Long-term parking infringement debts are lodged and managed by Fines Victoria. Bad debt write-off linked to infringement income and historical collection rates.									
Utility costs	Utility charges impacted by variables inclusive of demand charges, network charges, weather, utilisation and offset by the benefits from our investment in efficiency street lighting upgrades.									
Service growth	The cost-of-service growth is equivalent to the increase in rates revenue attributable to increase in the rates base (that is, it is assumed that the benefit of new assessments is wholly offset by the cost to service them).									
Depreciation	Continued work on improving our asset condition data will see lower depreciation. Depreciation will increase as a product of new assets being created consistent with the planned capital program.									
Operating projects	Total operating projects to be capped to \$5.6 million in out-years from 2025/26.									
Capital projects	Capital projects consistent with the detail planned over the long-term Financial Plan. Annual capital project budgets will target renewal gap ratios greater than 120% and capital replacement ratio greater than 150%.									

Indexation factors	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Borrowing	We will consider borrowings when reviewing and developing the Council Plan and Budget. The prudent use of borrowing is to be consistent with our principles of smoothing out major financial shocks, intergenerational significant projects and for growth related capital projects.									
Reserves	<p>The use of reserves remains consistent with past practice. This includes the following assumptions:</p> <ul style="list-style-type: none"> • Open space receipt-based four-year average. However, a conservative assumption has been applied to consider economic indicators and development approvals. Outgoings are based on forward Public Space Strategy expenditure. • Sustainable transport reserve receipts to be relatively steady adjusted for CPI indexation and outgoings to reflect portfolio delivery. • Where appropriate, unspent capital budgets during the financial year will be quarantined to the asset renewal reserve to fund future capital portfolio investments. • Five per cent of Fishermans Bend derived rates income to be quarantined to the municipal growth fund for Fishermans Bend investments. 									

Financial risks

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

Planning for growth

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

The Victorian Government is currently in the process of preparing for developer contributions to fund part of the infrastructure needs for Fishermans Bend. In addition to developer contributions, the Victorian Government and Council will be required to contribute to deliver the residual infrastructure needs of the precinct. Council's contribution to residual infrastructure will be constrained by the rates revenue expected to be generated in Fishermans Bend. Large infrastructure such as trams, trains, schools and regional or precinct scale projects should be fully funded by the Victorian Government with potential contributions from the Australian Government, cognisant that other levels of

government are expected to generate taxation receipts (PAYG, GST, land tax, stamp duties) at least 11 times (conservative estimates) the amount of Council rates.

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

A Developer Contribution Plan (DCP) has been released by the Victorian Government for funding of infrastructure across Fishermans Bend and has undergone a series of community consultation. Panel hearings to finalise the terms of the DCP are scheduled for mid-2024.

There is still concern about the establishment of a sustainable model for the governance and funding of Fishermans

Bend is therefore a priority. There is particular concern that Council must have a role in decision-making for Fishermans Bend to influence outcomes and to ensure that projects are financially sustainable and do not become a financial burden on our current ratepayers and into the future.

Council has allocated five per cent of Fishermans Bend rates to the Municipal Growth Reserve to fund growth related Fishermans Bend infrastructure requirements. This is subject to review as part of Council's assessment of the Fishermans Bend funding and finance planning is being undertaken by the Fishermans Bend Taskforce. Due to risk of funding shortfalls for the development of Fishermans Bend, Council will continue to gradually build up reserves in the Municipal Growth Fund over the next 10 years.

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

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

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

- acquisition of land under Council's Public Space Land Acquisition Strategy to help cater for population growth
- improved netball infrastructure in Port Melbourne through the design and construction of new netball courts, pavilion, car parking and lighting at Elder Smith Reserve.

Non-financial resources

Council culture

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

Council staff

Our employees are our key resource. We have a diverse workforce of committed individuals with an extensive range of skills

and experience. We aspire to be an employer of choice and to operate collectively as one organisation focused on achieving the Council Plan objectives. To enable this, we are committed to professional development, mentoring, open communication and maintaining a safe and respectful working environment.

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

- manage and prioritise projects with the support of new processes and systems

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

Our asset management framework

Enterprise Asset Management Plan

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

As stewards of assets worth \$3.6 billion, Council plays a crucial role delivering essential services for the community we serve. These assets encompass a diverse array, ranging from land, buildings, infrastructure (such as roads, footpaths, stormwater pipes, and lighting), as well as cultural assets (such as art and literature collections).

Council has significantly improved its asset management capability and practice in recent years. This change program encompassed the adoption of several key initiatives, notably a new Asset Management Policy in 2021, a new Enterprise Asset Management Plan (EAMP) in 2022, and the implementation of a new integrated asset management system.

The EAMP is a crucial component of Council’s approach to managing its assets

effectively. The EAMP serves as a guiding document that outlines the vision, objectives, and goals related to asset management. The EAMP is aligned with the community vision outlined in the 10-year Council Plan and the financial direction established in Council’s long-term Financial Plan. Moreover, the EAMP fulfils Council’s statutory obligations under Section 92 of the *Local Government Act 2020*.

The EAMP outlines the policies, processes, and tools (people and technology) that Council employs to manage and sustain assets at target service levels while balancing limited financial resources with asset performance. And, as a growing municipality, the EAMP also identifies various challenges and risks confronting Council, including rate capping, climate change, demographic shifts, urban renewal, and the

complexities of our low-lying coastal environment. By addressing these challenges and risks, Council aims to safeguard our assets to not only meet the current needs of our community while also ensuring their sustainability for future generations.

The operational and capital allocation projected in our asset management plans has guided the initial drafting of 2024/25 Council Budget. (The EAMP will be updated to reflect the final Budget endorsed by Council). The Budget allocation for Council’s assets is intended to fulfil the outcomes of Council’s Asset Management Policy ensuring the assets are fit-for-purpose, provide tangible community benefit, integrate environmental sustainability, and are financially sustainable.

State of our assets

Asset portfolios

There are 52 asset classes managed across five asset portfolios: transport, buildings, integrated water, public space and clever city.

Asset management plans

The portfolio asset management plans are essential for effective long-term asset management and link directly to the EAMP. The plans provide a detailed roadmap for managing assets within each portfolio, identify the technical levels of services that Council aims to provide, and outlines the resources and practices (management, financial, engineering) needed to meet the target levels of service in a cost-effective manner. The plans also outline the risks associated with each portfolio, and highlight the gaps, trade-offs, and underperformance that may arise in a financial or resource constrained environment.

Our five asset portfolios are integrated with Council strategies, plans and policies to enable delivery the objectives of the Council Plan. Each asset plan should be read in conjunction with the following key planning documents.



Buildings



Clever City



Integrated Water

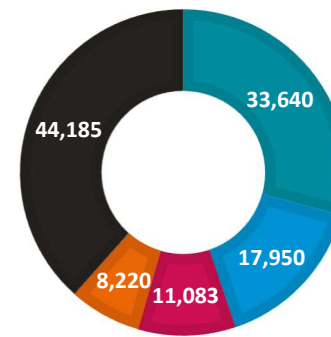


Open Space



Transport

STATE OF OUR ASSETS 24/25 PROJECTIONS (\$'000)



■ Buildings ■ Transport ■ Clever City ■ Integrated Water ■ Parks and Open Space

Transport Portfolio Plan key planning documents:

- Integrated Transport Strategy
- Act and Adapt Sustainable Environment Strategy 2018-28
- Enterprise Asset Management Plan 2022-2032
- Climate Response Plan 2019-24
- Sustainable Environment Strategy (Act and Adapt) 2018-2028
- Integrated Transport Strategy (Move Connect Live) 2018-2028
- Move, Connect, Live - Integrated Transport Strategy 2018 – 2028.

Building Portfolio Asset Management Plan key planning documents:

- Public Space Strategy (2022-2032)
- Clever City Asset Management Plan
- Public Space Asset Management Plan
- Enterprise Asset Management Plan (2022-2032)
- Property Policy 2020
- Public Transparency Policy 2020.

Public Space Portfolio Asset Management Plan key planning documents:

- Public Space Strategy 2022-32
- Risk Management Policy 2017
- Enterprise Asset Management Plan 2022-2032

- Move, Connect, Live - Integrated Transport Strategy 2018 – 2028
- Act and Adapt, Sustainable Environment Strategy 2018-2028
- Clever City Asset Management Plan
- Transport Asset Management Plan
- Asset Management Strategy 2021 – 2025
- Informal Recreation Strategy (currently in development)
- Greening Port Phillip Strategy (currently in development)
- Foreshore Management Plan 2015
- Fishermans Bend Water Sensitive Strategy 2022.

Integrated Water Portfolio Asset Management Plan key planning documents:

- Move Connect Live - Integrated Transport Strategy 2018-2028
- Public Space Strategy 2020
- Placemaking Program
- Greening Port Phillip
- Clever City Asset Management Plan
- Public Space Asset Management Plan
- Foreshore Management Plan 2015
- Fishermans Bend Water Sensitive Strategy 2022
- Act and Adapt, Sustainable Environment Strategy 2018-2028.

Clever City Portfolio Asset Management Plan key planning documents:

- Information and Communications Technology Strategic Plan 2017 – 2021
- Risk Management Policy 2017
- User Policy – Information and Communication Technology
- Information Security Policy 2020
- Records and Information Policy 2020
- Business Technology System Classification Framework 2018
- Privacy Policy 2019
- Access and Inclusion Plan 2019 – 2021
- Business Continuity (2019) – Business Technology Sub-plan
- Enterprise Asset Management Plan 2022-2032
- Clever Port Phillip Action Plan 2022-2023
- Activating Laneway Strategy
- Act and Adapt, Sustainable Environment Strategy 2018-2028
- Public Space Strategy 2022-2032
- Move, Connect, Live - Integrated Transport Strategy 2018 – 2028
- Enterprise Asset Management Plan 2022-2023.

Asset Register and strategic asset management

A comprehensive Asset Register is the foundation for effective asset management. Council's asset registers contain detailed information about each asset. Asset health and asset risk are key asset attributes for Council to consider:

- Asset health encompasses measures such as condition, function, capacity, utilisation, and sustainability. These measures, in isolation and together, offer insights into the current state and performance of the asset.
- Asset risk is evaluated through measures such as likelihood, consequence, and criticality; providing insights into the current risks associated with the asset.

Each individual asset's health and risk are assessed on a one-to-five scale, where one denotes a new or very good condition and five indicates a very poor condition. While measures and assessment methods may vary for each asset class, scoring assets on a one-to-five scale for both asset health and asset risk enables Council to make informed decisions regarding the timing and treatment of each asset.

Council's decision making is expected to improve in the coming years with the adoption of the new integrated asset management system. The new asset management system includes a Strategic Asset Management (SAM) module which allows Council to model and assess the impact of various renewal scenarios on the overall asset portfolios and evaluate the associated costs, benefits, trade-offs, and risks. Council has used SAM to prepare asset renewal plans for some asset classes but not all asset classes. In time, the full adoption of SAM modelling will significantly improve Council's asset management capability and practice.

Asset expenditure profile

The portfolio asset management plans provide valuable insights into the short-term and long-term financial requirements of each portfolio. By aligning the asset management plans with budget processes, Council can ensure that limited financial resources are allocated efficiently and effectively.

The asset management lifecycle involves a series of stages that encompass the entire lifespan of an asset, from its acquisition to its disposal. Council's Budget reflects the asset management lifecycle, and the Budget can be notionally assigned to the relevant phase of the asset lifecycle, as follows:

- **Acquisition** – new assets or alterations that will upgrade or improve an existing asset beyond its capacity.
- **Operation** – day-to-day operational costs, such as utility costs, regular inspections and asset tracking.
- **Maintenance** – maintenance costs include cleaning, minor repairs and routine scheduled works.
- **Renewals** – replacing assets on a like-for-like basis or returning assets to their original condition and capacity.
- **Disposal** – removal or disposal of an asset.

Assets and the 2024/25 Budget build

Table 7: Asset portfolio – budget build.

Factor	Buildings \$'000	Transport \$'000	Clever city \$'000	Integrated water \$'000	Parks and open spaces \$'000
Operations	3,601	1,157	5,646	850	2,767
Maintenance	4,279	6,575	820	1,802	7,939
Renewal	7,849	6,630	3,544	523	4,392
Acquisitions	28,443	4,742	761	477	62,846
Disposal costs	(600)	(750)	(250)	(200)	(2,600)
Annual	43,572	18,354	10,520	3,452	75,344



Buildings portfolio

Our buildings and community facilities are among the most challenging and costly assets to manage due to diverse service requirements. Council oversees 216 buildings that facilitate various services, categorised as follows:

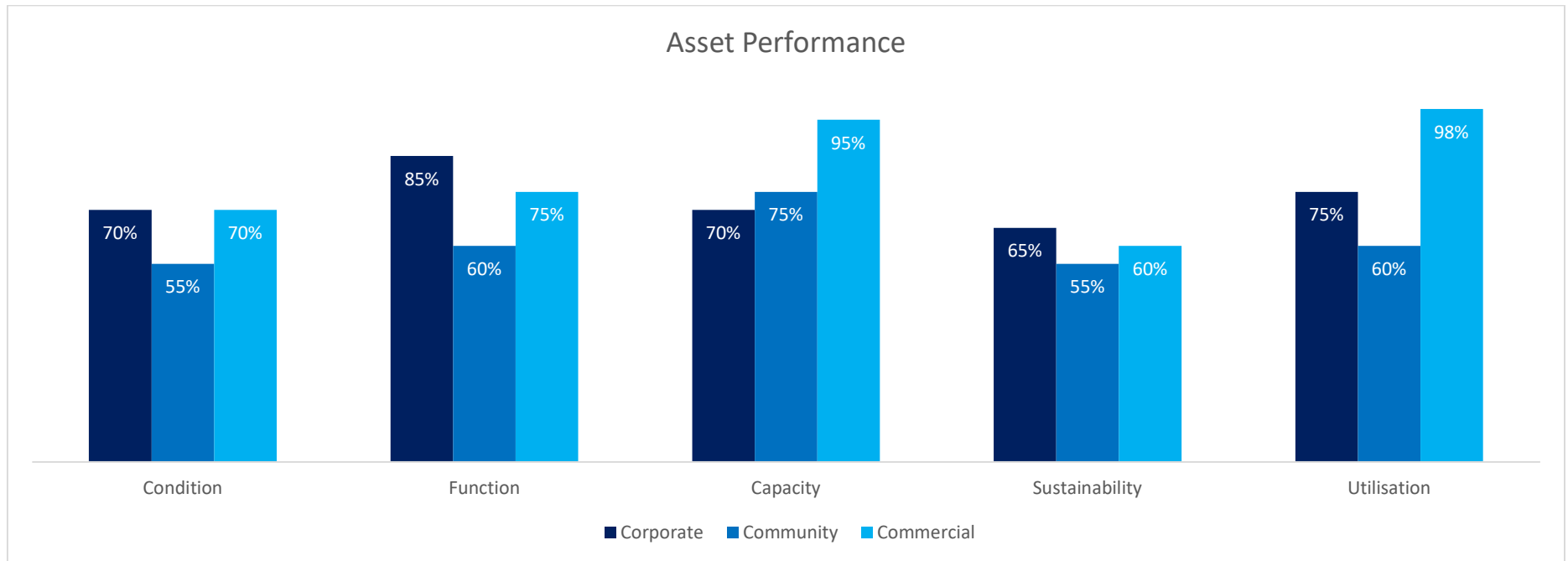
- **155 community buildings:** libraries, childcare centres, sports pavilions, arts and culture buildings, public toilets.
- **25 corporate buildings:** town halls, depots, Council offices.
- **36 commercial buildings:** restaurants, shops, markets, marina.

Buildings are our highest risk portfolio; the building stock profile contains ageing and obsolete buildings which are no longer fit for purpose. Several buildings which enable community services and recreation activities are approaching the end of their economic life, where extensive redesign will be needed to meet Disability and Discrimination Act requirements. Service planning which

informs the Building Portfolio Asset Management Plan has commenced and this will provide the data and assumptions for Strategic Asset Management modelling that will improve our long-term asset renewals and financial forecasts.

Building asset performance for sustainability, capacity, utilisation, function and condition is summarised in the chart below. Data confidence for each attribute of performance, as follows:

- utilisation – medium
- sustainability – low
- capacity – medium
- function – medium
- condition – high.



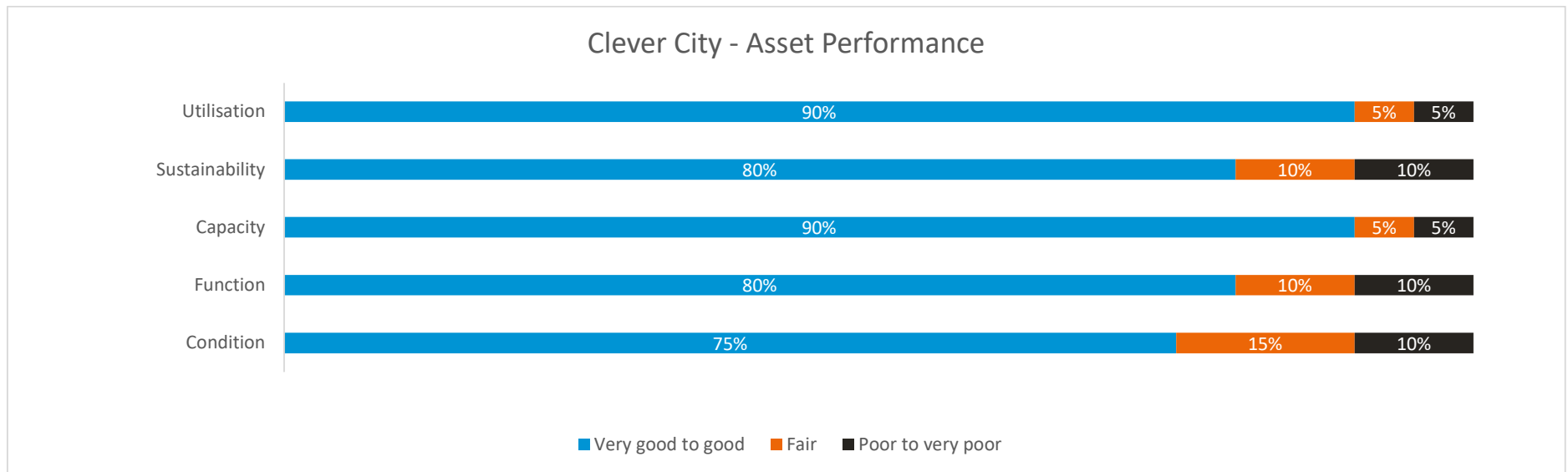


Clever City portfolio

The assets in the Clever City portfolio serve as the foundation for delivering Council services. They are essential for delivering a diverse range of functions, both internal corporate functions and community-facing services. The Clever City assets includes digital and technology services, public lighting, fleet and plant, parking machines and sensors, library books, subscriptions and electronics, and public-place CCTV.

Asset performance for sustainability, capacity, utilisation, function, and condition is summarised in the chart below. Data confidence for each attribute of performance, as follows:

- utilisation – medium,
- sustainability – low
- capacity – medium
- function – medium
- condition – high.



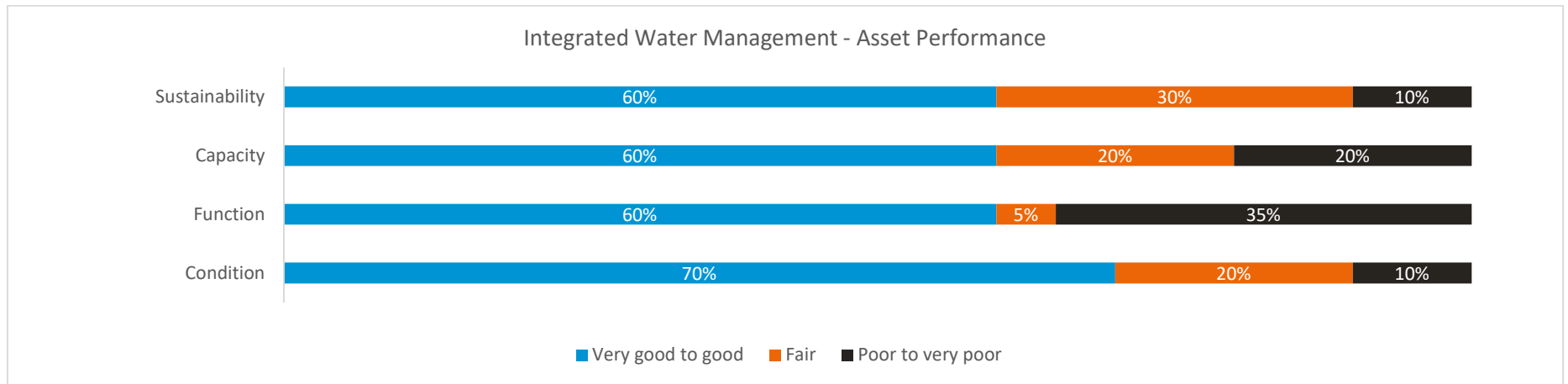


Integrated Water management portfolio

The assets in the integrated water management portfolio are essential for managing stormwater runoff, preventing flooding, and protecting water quality in local waterways and Port Phillip Bay. The assets include stormwater pipes, pits, culverts, outlets, gross pollutant traps water sensitive urban design (WSUD), and maritime assets. Asset performance for sustainability, capacity, function, and condition is summarised in the chart below.

Data confidence for each attribute of performance, as follows:

- utilisation – medium
- sustainability – low
- capacity – medium
- function – medium
- condition – high.





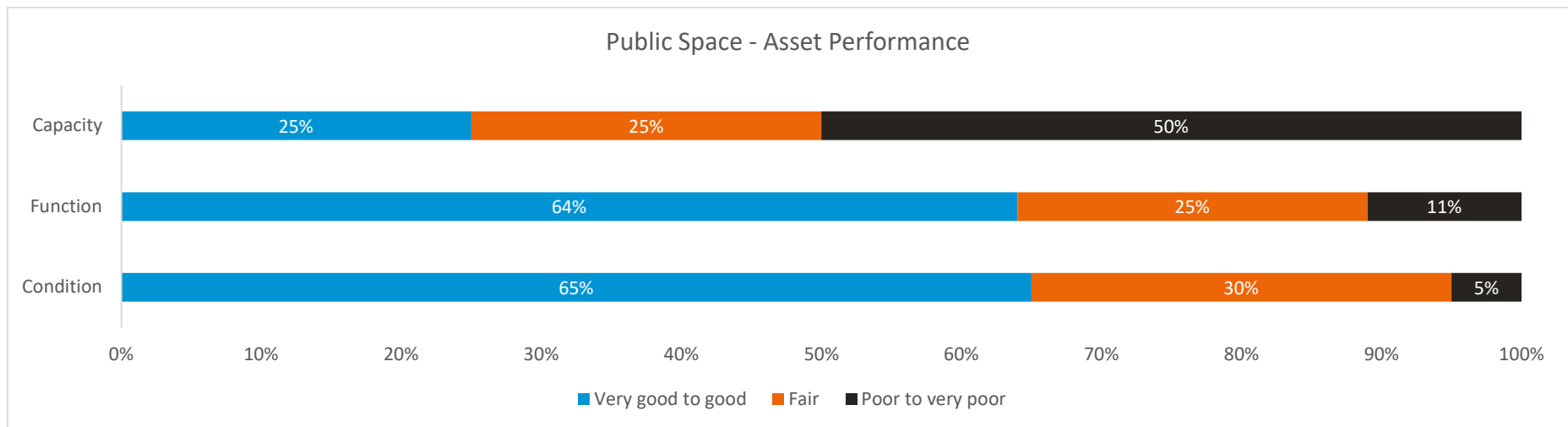
Public Space portfolio

The assets in the Public Space portfolio provide recreational, cultural, and social spaces for the community, and serve to enhance the quality of life for visitors and the community we serve. The assets include parks, reserves, playgrounds, tennis courts, fitness stations, trees, furniture, fences, and irrigation systems.

Asset performance for capacity, function, and condition is summarised in the chart below. Data confidence for each attribute of performance, as follows:

- utilisation – medium
- sustainability – low
- capacity – medium
- function – medium
- condition – high.

Sustainability measures for the Public Space portfolio will be developed.



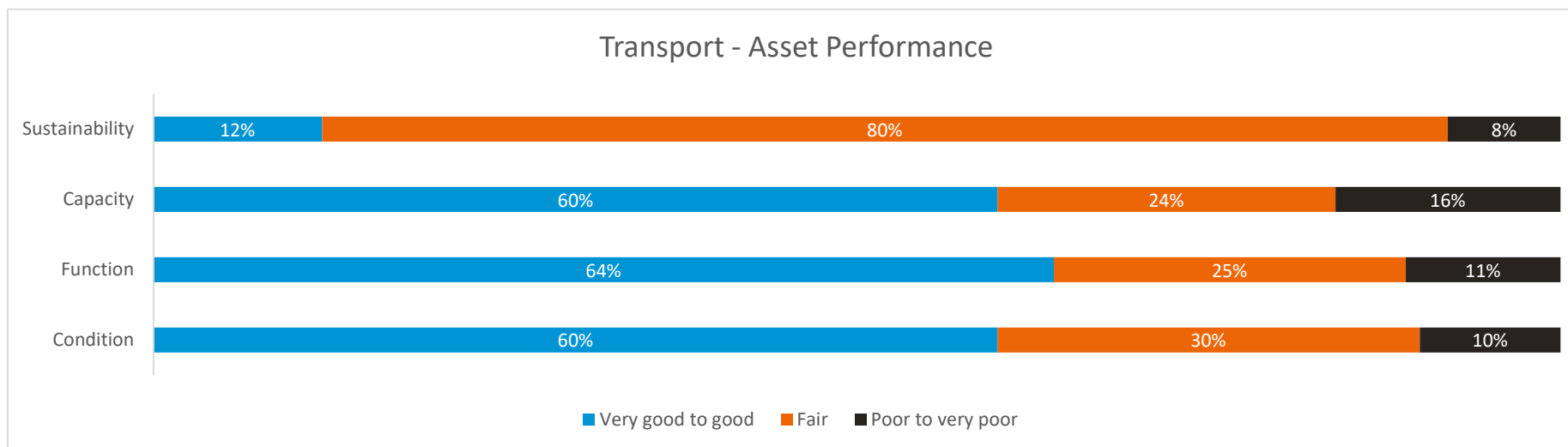


Transport portfolio

The assets in the Transport portfolio are dedicated to transportation and mobility and serve the purpose of providing defined and safe transport infrastructure for visitors and the community we serve. The assets include roads, streets, laneways, footpaths, bridges, kerbs, signs, and traffic treatments such as speed humps and roundabouts.

Asset performance for sustainability, capacity, function, and condition is summarised in the chart below. Data confidence for each attribute of performance, as follows:

- utilisation – medium
- sustainability – low
- capacity – medium
- function – medium
- condition – high.



Asset plan by portfolio

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

Table 8: Buildings portfolio - 10-year Financial Plan.

Buildings	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Operations	3,601	3,695	3,787	3,882	3,979	4,074	4,168	4,264	4,366	4,471
Maintenance	4,279	4,390	4,500	4,613	4,728	4,841	4,953	5,067	5,188	5,313
Renewals	7,849	5,175	7,070	5,558	5,272	4,492	7,994	8,695	8,895	9,295
Acquisition	28,443	20,175	11,001	13,188	16,097	13,994	13,461	11,736	12,036	12,636
Disposal and decommissioning	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)
Net expenditure	43,572	32,835	25,758	26,640	29,476	26,801	29,976	29,161	29,885	31,115

Table 9: Transport portfolio - 10-year Financial Plan.

Transport	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Operations	1,157	1,187	1,217	1,247	1,278	1,309	1,339	1,370	1,403	1,436
Maintenance	6,575	6,746	6,915	7,087	7,265	7,439	7,610	7,785	7,972	8,163
Renewals	6,630	6,733	7,001	6,422	5,222	5,472	6,547	6,597	6,647	6,652
Acquisition	4,742	3,690	9,438	7,169	3,444	3,694	3,769	3,819	3,869	3,874
Disposal and decommissioning	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)
Net expenditure	18,354	17,605	23,820	21,176	16,459	17,164	18,515	18,821	19,141	19,376

Table 10: Integrated Water portfolio – 10-year Financial Plan.

Integrated water	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Operations	850	872	894	916	939	962	984	1,006	1,031	1,055
Maintenance	1,802	1,849	1,895	1,942	1,991	2,039	2,086	2,134	2,185	2,237
Renewals	523	1,684	1,504	1,793	1,330	1,402	1,480	1,564	1,654	1,600
Acquisition	477	1,127	856	1,290	320	368	420	476	536	500
Disposal and decommissioning	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Net expenditure	3,452	5,332	4,949	5,742	4,380	4,570	4,770	4,980	5,205	5,193

Table 11: Public Space portfolio – 10-year Financial Plan.

Public space	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Operations	2,767	2,839	2,910	2,983	3,057	3,131	3,203	3,276	3,355	3,435
Maintenance	7,939	8,145	8,349	8,558	8,772	8,982	9,189	9,400	9,626	9,857
Renewals	4,392	7,133	8,443	6,384	6,068	5,212	5,512	5,956	6,696	5,916
Acquisition	62,846	18,927	24,964	9,872	16,498	8,988	7,088	9,374	9,134	12,014
Disposal and decommissioning	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)
Net expenditure	75,344	34,445	42,066	25,195	31,794	23,713	22,391	25,406	26,211	28,622

Table 12: Clever City portfolio – 10-year Financial Plan.

Clever city	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Operations	5,646	5,793	5,938	6,086	6,238	6,388	6,535	6,685	6,846	7,010
Maintenance	820	841	862	884	906	928	949	971	994	1,018
Renewals	3,544	3,342	3,905	3,613	2,930	3,185	2,765	3,116	4,027	3,758
Acquisition	761	910	967	1,032	579	579	579	579	579	579
Disposal and decommissioning	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Net expenditure	10,520	10,636	11,422	11,364	10,403	10,830	10,578	11,101	12,196	12,115

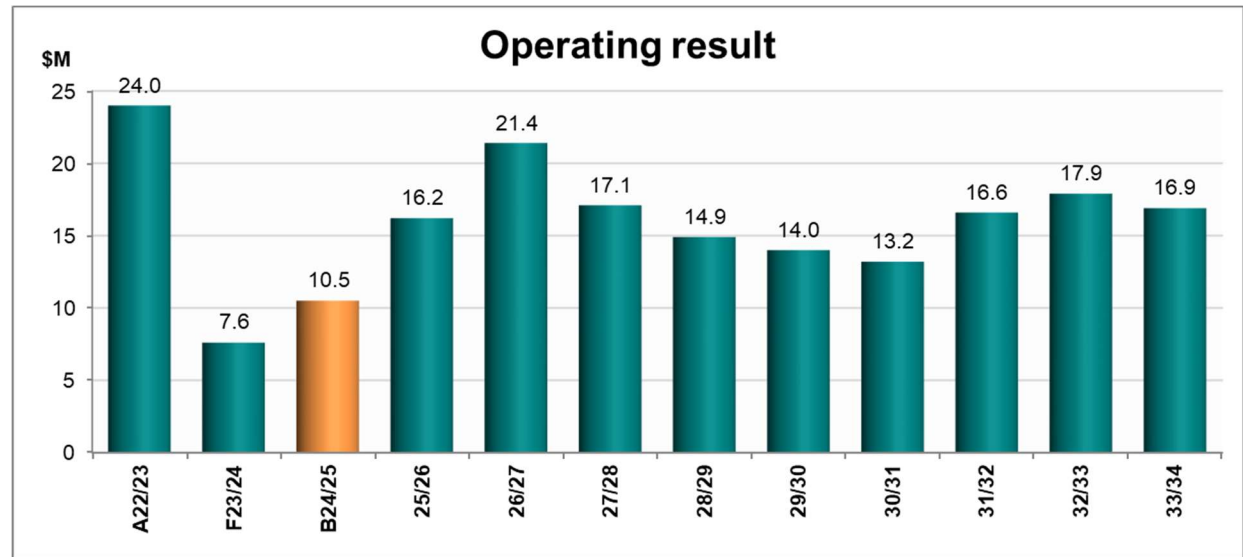
Budget financial overview

Operating result

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

The higher operating result in 2022/23 was driven by high interest income, parking revenue and delayed operating portfolio spend (including operating spend on capital projects). The lower operating result forecast for 2023/24 is predominately caused by the provision for return of government funding for aged care due to service delivery challenges in meeting contracted targets and a decrease in developer contributions due to increasing build-to-rent developments.

Over the 10-year Financial Plan, an operating surplus is expected between \$7.6 million and \$21.4 million. This varies predominately due to the timing project grant funding and developer open space contributions and loss on disposal of assets (divestments).

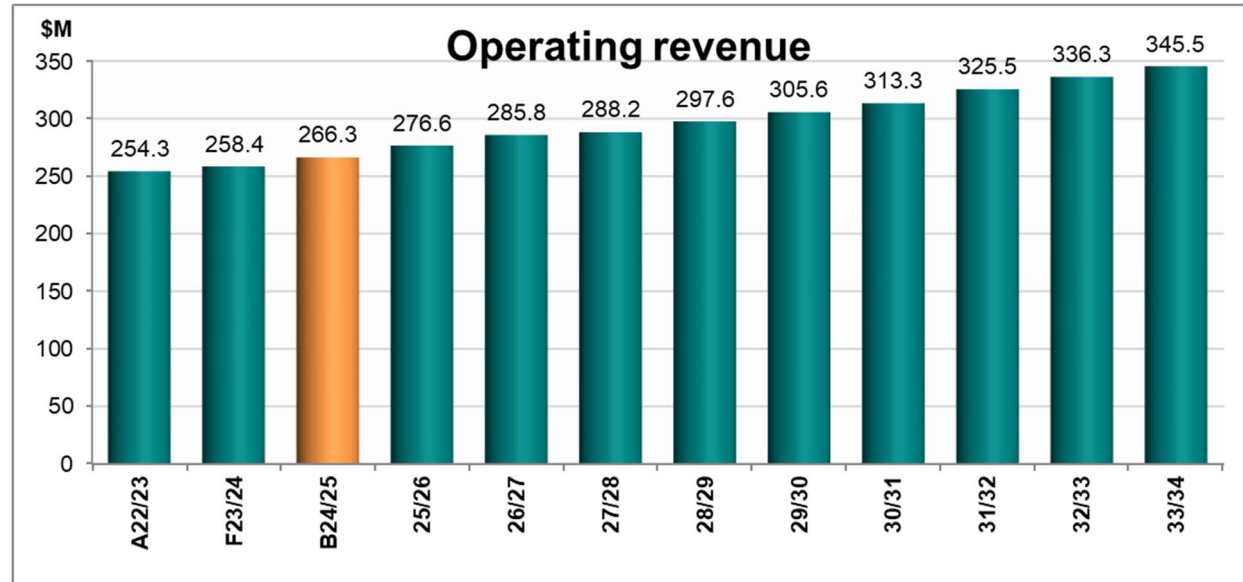


Operating revenue

Total revenue is proposed to increase by \$7.9 million or 3.1 per cent on the 2023/24 forecast, from \$258.4 million to \$266.4 million.

This is primarily related to:

- A net increase in rates revenue of \$4.3 million related to the 2.75 per cent rates cap and property growth and \$0.5 million increase in waste charges budgeted at cost recovery.
- An increase in fees and charges of \$1.6 million allowing for both increased utilisation of council services and a 3.65 per cent average increase.
- A one-off increase in capital grants of \$2.5 million mainly due to updated timing of project delivery.
- An ongoing decrease in government funding of \$3.5 million (offset by a reduction in expenditure and FTEs) due to the Council decision to exit from the delivery of in-home aged care services.
- A decrease in investment earnings of \$1.1 million due to reduced cash and investments due to the drawdown on reserve to fund delayed project delivery.

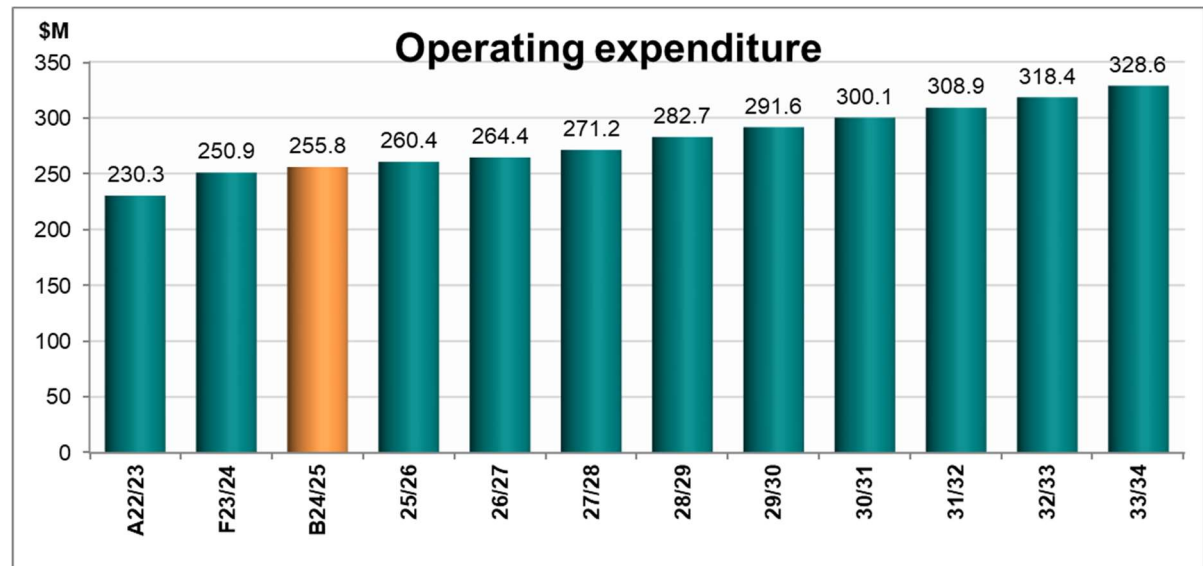


Operating expenditure

Budget 2024/25 operating expenditure totals \$255.8 million which is a net increase on the 2023/24 forecast by \$4.9 million or 2.0 per cent from \$250.9 million. The primary drivers for the increase include:

- An increase in employee costs due to 2.5 per cent Enterprise Agreement increase and Superannuation Guarantee rate increase from 11.0 per cent to 11.5 per cent.
- Inflation budgeted at 3.4 per cent (0.65 per cent above rates cap)
- Ongoing efficiency savings of \$1.5 million.
- An ongoing decrease of \$3.5 million (offset by a reduction in grant income) due to the Council decision to exit the delivery of in-home aged care services
- Timing changes related portfolio delivery.

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

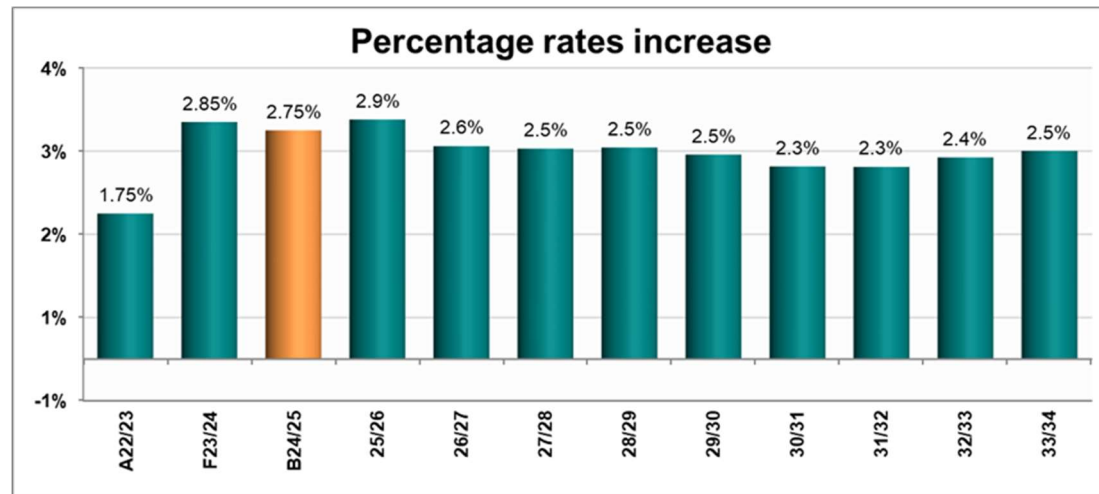


Rates percentage increase

Budget 2024/25, which funds a \$114.3 million capital portfolio program and maintains or improves existing service levels, includes a 2.75 per cent rates increase, consistent with the Victorian Government rates cap. The Victorian Government had set the rates cap at 2.75 per cent which is lower than forecast inflation of 3.4 percent. Noting that updated forecast for inflation sits at 4.0 per cent (Reserve Bank of Australia) which is 1.25 per cent greater than the rates cap.

Budget 2024/25 addressed the lower than inflation rates cap through a continued strong focus on prudent financial management, careful prioritisation and commitment to productivity and efficiency. Future rate increases are based on forward projections of inflation consistent with past decisions made by the Minister of Local Government for setting the rates cap.

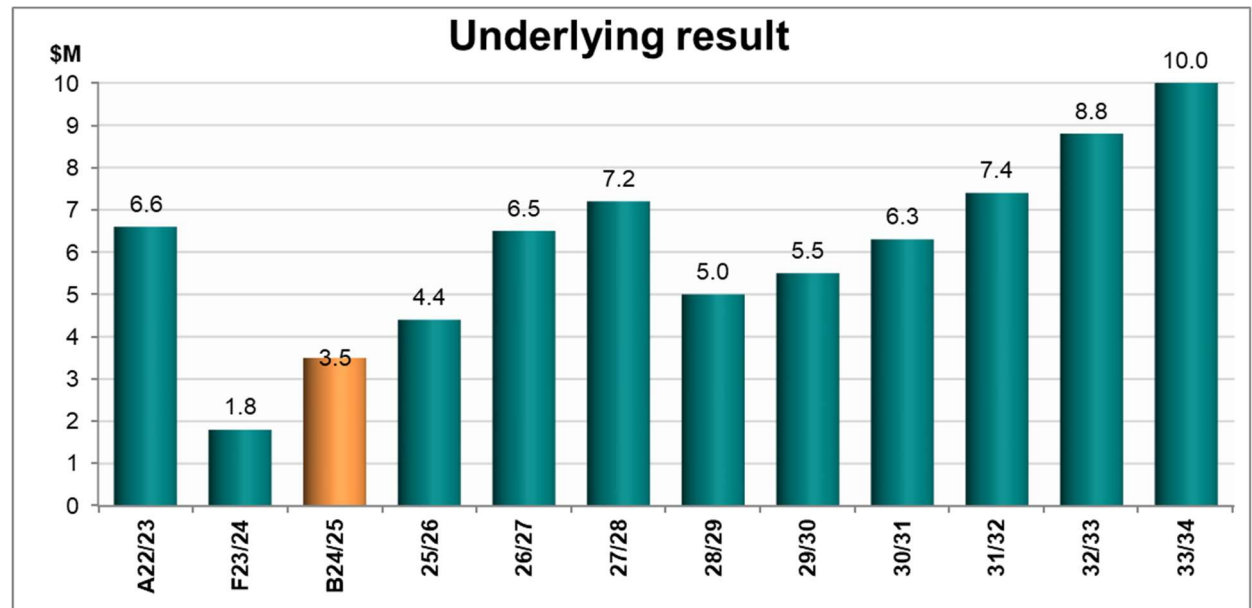
Future rates increases are based on forward projections of inflation consistent with past decisions made by Minister of Local Government for setting the rates cap.



Underlying result

The adjusted underlying result excludes capital related revenue and is used to assess our ability to generate surplus in the ordinary course of business excluding non-recurrent capital grants and contributions to fund capital expenditure from net result.

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



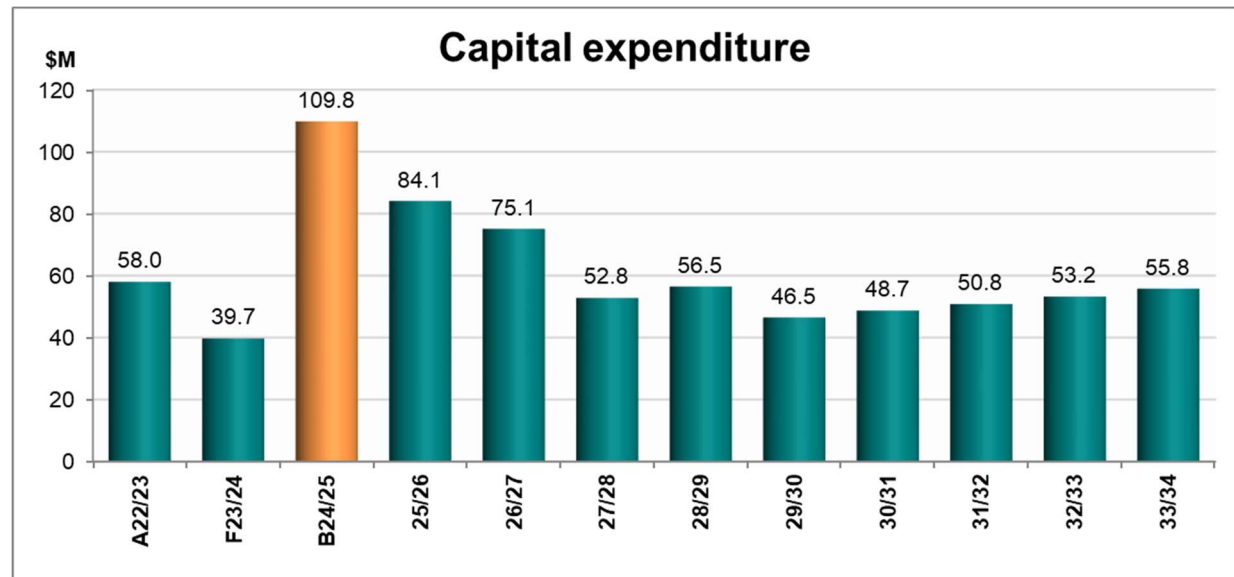
Capital expenditure

Budget 2024/25 capital works expenditure of \$109.8 million has significantly increased due to the \$45 million capital commitment to purchase land as per Council’s public space strategy.

In addition to this, there is the ongoing impact of project deferrals over the last three years caused by the COVID-19 pandemic and sector wide shortages.

Capital works expenditure in 2024/25 totals \$109.8 million, out of a total \$114.3 million program. The \$4.5 million gap represents the component of the capital program budget expected to be treated as operating expenditure, such as community engagement, feasibility studies and landscaping works.

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

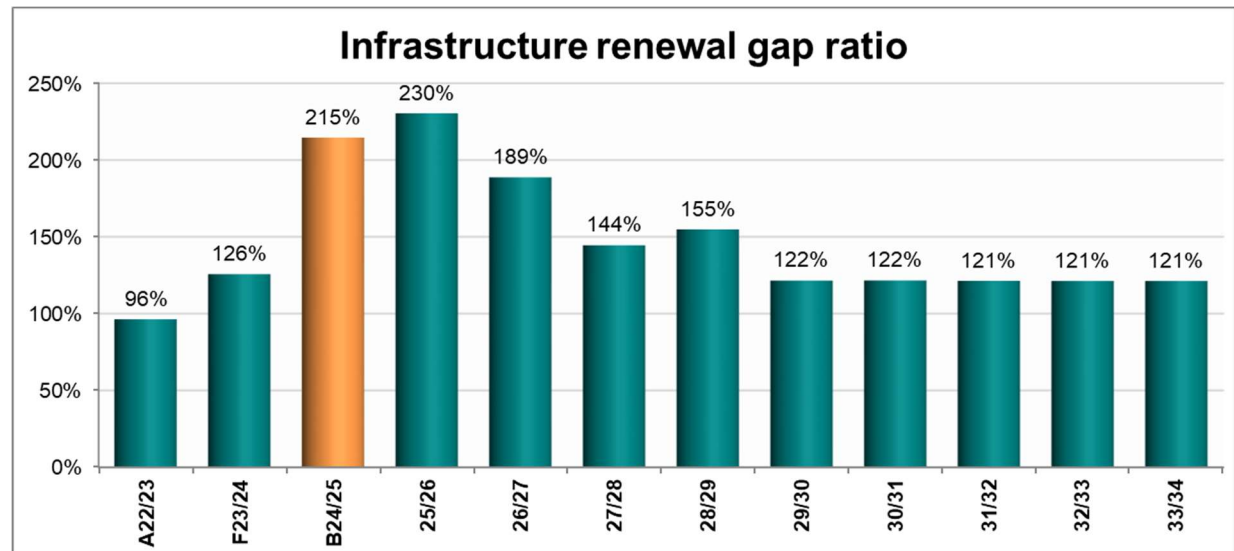


Infrastructure renewal gap

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

Budget 2024/25 renewal and upgrade expenditure in the capital portfolio have increased to address the reduction in 2019/20 to 2023/24 caused by COVID-19 pandemic and construction sector wide delays.

Over the period of the financial plan, Council intends to stay above 120 per cent, which shows commitment to not only maintaining but upgrading existing assets.

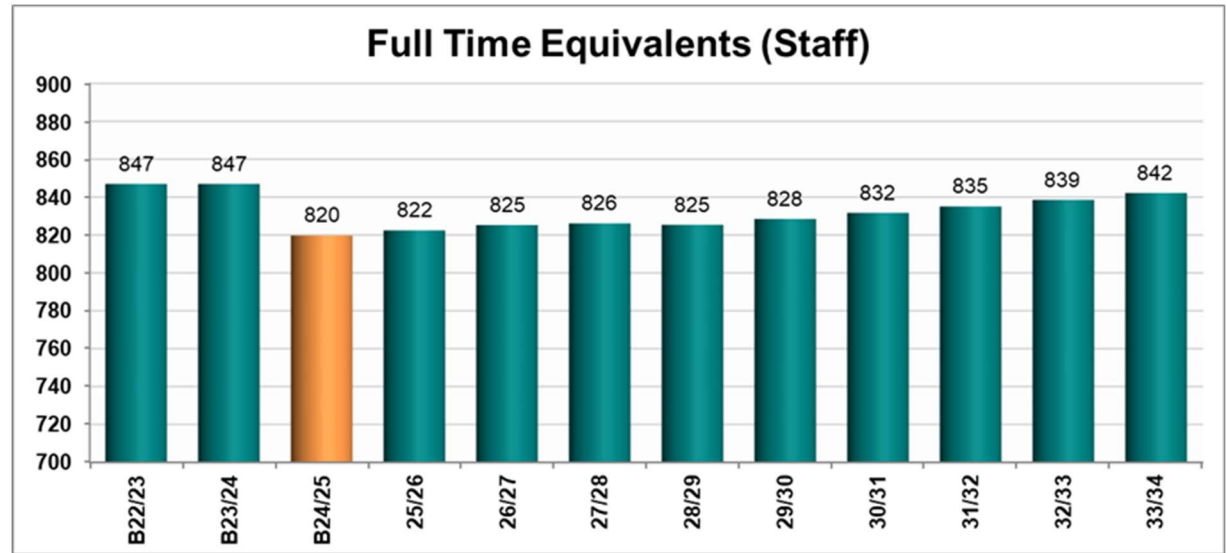


Council staff

Council employees are our most essential resource, enabling the delivery of a broad range of services. A reduction in total FTE is expected in 2024/25 due to the Council decision to exit from in-home aged care services in 2024/25. This has offset some minor increases in FTE mostly for project delivery, compliance and safety, and service demand increases.

Budget 2024/25 includes ongoing targets to factor temporary vacancies and staff turnover in areas with high staff turnover.

Over the period of the Financial Plan, officers expect the growth in FTEs to increase marginally up to 1.3 per cent to service projected population growth. This is offset by investment in technology which is expected to achieve productivity and efficiencies which will see the shift of back-office roles re-directed to service delivery and community facing roles. Noting FTEs will increase with increased utilisation such as Childcare.



Delivering on our Strategic Directions

Rates expenditure allocation

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

Table 13: Operating and capital expenditure - value per \$100 of rates and charges.

Strategic Direction	Operating (\$'000)	Capital (\$'000)	Value per \$100 of rates and charges
Inclusive Port Phillip	\$164,145	\$57,322	\$14
Liveable Port Phillip	\$253,725	\$169,817	\$32
Sustainable Port Phillip	\$148,538	\$21,842	\$21
Vibrant Port Phillip	\$107,725	\$58,964	\$11
Well-Governed Port Phillip	\$260,731	\$29,750	\$22

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

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

Table 14: Rates and charges expenditure allocation per \$100 spent.

Services	For every \$100 rates and charges we spend
Transport and parking	\$16.16
Public space	\$13.16
Waste management	\$10.39
Technology	\$7.95
Asset and property management	\$7.34
Amenity	\$7.19
Governance risk and policy	\$4.67
Recreation	\$3.95
Libraries	\$3.60
Children	\$3.24
Arts, culture and heritage	\$3.20
Sustainability	\$3.11
People, culture and capability	\$2.99
Community programs and facilities	\$2.59
Festivals	\$2.22
City planning and urban design	\$2.19
Families and young people	\$1.98
Customer experience	\$1.92
Communications and engagement	\$1.78
Ageing and accessibility	\$1.66
South Melbourne Market	\$1.48
Economic development and tourism	\$1.06
Affordable housing and homelessness	\$0.78
Local laws and animal management	\$0.69
Health	\$0.66
Emergency management	\$0.36
Development approvals and compliance	(\$1.39)
Financial and project management	(\$4.93)
Total	\$100.00

Services spend

Inclusive Port Phillip

Table 15: Services spend - Inclusive Port Phillip.

Affordable housing and homelessness				
The affordable housing and homelessness service supports people experiencing housing stress or loss, homelessness, and rough sleeping. The service aims to increase affordable housing and reduce homelessness by increasing housing availability and fostering partnerships and programs with different levels of government and community organisations.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 ('000s)
Operational	4,170	2,212	1,345	1,370
Capital	-	-	-	-
Ageing and accessibility				
The ageing and accessibility service delivers a range of government funded services and promotes social connectedness with the aim to decrease social isolation and improve wellbeing.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 ('000s)
Operational	4,902	4,759	4,876	4,971
Capital	-	-	-	-
Children				
Children services enables children and families to be healthy and connected by providing supports, services and programs that promote optimal development for children.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	19,391	19,589	20,147	20,619
Capital	1,614	3,135	5,196	6,835
Community programs and facilities				
The community programs and facilities service encourages inclusiveness and connection through enabling the usage of our community facilities and programs.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	4,909	5,038	5,199	5,345
Capital	-	-	-	-

Families and young people

The family and young people services provide a range of services, including:

- day care
- maternal child health services
- support and programs to the community to enable accessible, safe, informative opportunities for children, young people and their families.

Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	3,564	3,662	3,774	3,877
Capital	369	2,908	-	-

Recreation

The recreation services plan, delivers and activates sport, recreation and open space facilities and services to improve the community's health and wellbeing.

Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	5,142	5,071	5,116	5,194
Capital	13,104	14,993	7,380	1,790

Liveable Port Phillip

Table 16: Services spend - Liveable Port Phillip.

Transport and parking management

The transport and parking management service undertakes planning for and delivery of updates and changes to the transport network, covering roads, footpaths, public transport, walking and cycling.

Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	25,024	24,687	25,322	25,886
Capital	9,087	12,642	18,044	11,591

City planning and urban design

The city planning and urban design service provides strategic planning, controls, and urban design outcomes to enhance Port Phillip's character and create a liveable, attractive and sustainable City.

Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	4,544	4,222	3,986	3,951
Capital	83	60	-	-

Development approval and compliance

The development approvals and compliance service ensures our city is liveable, sustainable, safe, and prosperous through statutory planning, heritage and urban design advice and ensuring buildings comply with the relevant legislation.

Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	8,729	9,065	9,223	9,503
Capital	173	-	-	-

Health

The health service provides oversight of public health within the municipality through the delivery of immunisation programs, food premises monitoring, support programs and investigating health related complaints.

Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	2,207	2,275	2,347	2,414
Capital	-	-	-	-

Local laws and animal management

The local laws and animal management service is responsible for promoting a safe and enjoyable environment for living, working and recreation for residents, visitors, and their pets.

Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	2,485	2,502	2,549	2,620
Capital	-	-	-	-

Municipal emergency management

The municipal emergency management service provides operational and strategic emergency management services for the community and residents.

Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	555	568	585	600
Capital	-	-	-	-

Public space

The public space service undertakes strategic development and planning to enhance our parks, streetscapes, open spaces and foreshore for the enjoyment of our community and visitors.

Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	17,510	20,313	19,800	20,253
Capital	59,050	18,921	27,102	13,065

Sustainable Port Phillip

Table 17: Services spend – Sustainable Port Phillip.

Sustainability				
The sustainability service strives to address the climate emergency by implementing programs and initiatives, collaborating with key stakeholders, and preparing for and adapting to the impacts of climate change, such as flooding and extreme heat.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	4,911	4,968	4,572	4,656
Capital	4,803	3,632	2,560	3,283
Waste management				
The waste management service oversees the planning and operation of waste removal across the municipality.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	19,675	19,400	19,881	20,355
Capital	295	295	295	295
Amenity				
The amenity service supports city presentation, asset management, infrastructure maintenance, rubbish, and graffiti removal services. These services ensure a cleaner, safer and more enjoyable environment which improves the ways our community and visitors experience our city.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	11,955	12,351	12,726	13,088
Capital	1,720	1,720	1,494	1,450

Vibrant Port Phillip

Table 18: Services spend – Vibrant Port Phillip.

Arts, culture and heritage				
The arts, culture and heritage service provide programs, services and spaces to enable engagement and participation in community life.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	5,808	5,553	5,669	5,737
Capital	12,250	18,850	-	30
Economic development and tourism				
The economic development and tourism service supports residents, visitors, and industry to achieve economic development and tourism outcomes across the Port Phillip.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	1,922	1,161	1,199	1,234
Capital	635	500	500	500
Festivals				
The festivals service provide a range of festivals, events and programs for the community to enable a vibrant and connected City.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	5,270	5,382	5,530	5,669
Capital	-	-	-	-
Libraries				
Our library service provides a range of programs and services for the community, which are delivered from our five libraries across the municipality, as well via in-home and online means. The services span all age groups and abilities.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	5,550	5,757	5,946	6,065
Capital	1,227	1,172	2,362	2,370
South Melbourne Market				
The South Melbourne Market operates an engaging and entertaining market environment where our community and visitors spend time shopping, dining, and supporting local business.				
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	8,457	8,418	8,620	8,780
Capital	2,183	4,259	6,065	6,061

Well-Governed Port Phillip

Table 19: Services spend – Well-Governed Port Phillip.

Asset and property management					
The asset and property management service oversees the management of the City's asset renewal and upgrade program.					
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)	
Operational	17,844	18,328	19,356	19,911	
Capital	6,923	6,101	6,167	7,379	
Communications and engagement					
The communications and engagement service ensures that the community is informed and engaged about Council's activities, programs and projects impacting the City.					
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)	
Operational	3,028	3,154	3,260	3,362	
Capital	-	-	-	-	
Customer experience					
The customer experience service ensures quality services are provided to meet the needs and expectations of our customers and the community.					
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)	
Operational	3,909	3,431	3,514	3,593	
Capital	-	-	-	-	
Finance and project management					
The finance and project management service manages Council's financial sustainability and project management activities across the municipality.					
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)	
Operational	10,144	10,447	10,767	11,066	
Capital	-	-	-	-	
Governance, risk and policy					
The governance, risk and policy service provides Council with support for sound decision-making through transparency, accountability, community participation, risk management and compliance. We undertake advocacy through partnerships to deliver community priorities, co-create solutions to community challenges, and contribute to a shared vision for the City.					
Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)	
Operational	9,343	8,706	9,052	9,386	
Capital	-	-	-	-	

People, culture and safety

The people, culture and safety service provides the Council workforce with an accessible, safe and equitable workplace and promotes a culture of high performance.

Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	5,370	5,385	5,491	5,676
Capital	-	-	-	-

Technology

The technology service supports Council operations through the secure management of technology assets, information, communication, and record management.

Spend	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)	2027/28 (\$'000)
Operational	13,608	14,263	14,466	14,871
Capital	750	750	750	750

Service performance outcome indicators

Table 20: Service performance outcome indicators.

Service	Indicator	Performance measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council).	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.
Statutory planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes).	$\frac{\text{[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits]}}{\text{Number of planning application decisions made}} \times 100.$
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal).	$\frac{\text{[Number of kilometres of sealed local roads below the renewal intervention level set by Council]}}{\text{Kilometres of sealed local roads}} \times 100.$
Libraries	Participation	Library membership (Percentage of the population that are registered library members).	$\frac{\text{[Number of registered library members]}}{\text{Population}} \times 100.$
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill).	$\frac{\text{[Weight of recyclables and green organics collected from kerbside bins]}}{\text{Weight of garbage, recyclables and green organics collected from kerbside bins}} \times 100.$
Aquatic facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population).	$\frac{\text{Number of visits to aquatic facilities}}{\text{Population}}.$
Animal management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful).	$\frac{\text{Number of successful animal management prosecutions}}{\text{Total number of animal management prosecutions}}.$
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council).	$\frac{\text{[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up]}}{\text{Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises}} \times 100.$
Maternal and child health	Participation	Participation in the Maternal and Child Health service. (Percentage of children enrolled who participate in the MCH service). Participation in the Maternal and Child Health service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the Maternal and Child Health service).	$\frac{\text{[Number of children who attend the Maternal and Child Health service at least once (in the financial year)]}}{\text{Number of children enrolled in the Maternal and Child Health service}} \times 100.$ $\frac{\text{[Number of Aboriginal children who attend the Maternal and Child Health service at least once (in the financial year)]}}{\text{Number of Aboriginal children enrolled in the MCH service}} \times 100.$

Financial statements and statutory schedules

Income statement

Table 21: Income statement.

	Forecast	Budget	Projections								
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Income / Revenue											
Rates and charges	146,219	150,914	156,150	161,013	166,544	173,059	179,732	186,480	193,534	201,102	209,213
Statutory fees and fines:											
• parking fines	19,265	20,028	20,429	20,838	21,255	21,680	22,114	22,556	23,007	23,467	23,936
• other statutory fees and fines.	4,222	4,056	4,098	4,128	4,157	4,263	4,368	4,469	4,572	4,683	4,800
User fees:											
• parking fees	21,010	21,374	21,994	22,557	23,128	23,716	24,299	24,862	25,436	26,053	26,705
• other user fees.	20,422	23,406	24,140	24,814	25,500	26,208	26,914	27,600	28,302	29,055	29,851
Grants - operating	9,266	8,977	9,331	9,434	9,665	9,903	10,139	10,367	10,600	10,850	11,114
Grants - capital	3,084	4,540	6,522	5,309	4,549	5,834	4,436	2,740	5,040	5,040	2,740
Contributions - monetary	2,677	2,496	5,250	9,650	5,350	4,100	4,100	4,100	4,100	4,100	4,100
Other income	32,263	30,547	28,723	28,047	28,064	28,864	29,498	30,108	30,891	31,929	33,041
Total income / Revenue	258,428	266,338	276,637	285,790	288,212	297,626	305,599	313,282	325,482	336,280	345,500
Expenses											
Employee costs	108,223	109,169	112,744	116,542	120,296	124,198	128,140	132,046	136,079	140,401	144,985
Materials and services	90,383	93,786	93,361	90,401	91,364	97,580	98,514	100,983	103,483	106,208	109,304
Allowance for impairment losses	4,169	4,203	4,325	4,437	4,552	4,666	4,782	4,892	5,004	5,124	5,252
Depreciation	22,682	23,148	25,612	26,870	28,193	29,557	30,989	32,434	33,949	35,570	37,306
Depreciation - right of use assets	1,463	1,530	1,539	1,548	1,557	884	2,156	2,165	2,174	2,183	2,192
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Finance Costs - leases	490	426	409	375	338	297	738	680	617	551	481
Other expenses	18,274	21,452	20,101	19,651	20,151	20,654	21,161	21,645	22,140	22,669	23,231
Net (gain) / loss on disposal of property, infrastructure, plant and equipment	5,174	2,126	2,348	4,530	4,710	4,890	5,077	5,259	5,448	5,648	5,862
Total expenses	250,857	255,839	260,439	264,354	271,160	282,725	291,556	300,103	308,893	318,354	328,614
Operating surplus / (deficit) for the year	7,571	10,499	16,198	21,436	17,052	14,901	14,043	13,179	16,589	17,926	16,886

Income statement converted to cash

The Income Statement Converted to Cash provides a summary of all funding allocations accounting for operating result, capital expenditure, financial items, cash reserve movement and non-cash items such as depreciation.

It is our key financial statement to ensure prudent financial management by maintaining a modest cumulative cash surplus.

Table 22: Income statement converted to cash.

	Forecast	Budget	Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating surplus / (deficit) for the year	7,571	10,499	16,198	21,436	17,052	14,901	14,043	13,179	16,589	17,926	16,886
Adjustments for non-cash operating items:											
• add back depreciation and amortisation	24,145	24,678	27,150	28,418	29,750	30,440	33,145	34,599	36,123	37,753	39,499
• add back written-down value of asset disposals	6,120	13,251	7,348	4,980	5,160	5,340	5,527	5,709	5,898	6,098	6,312
• add back balance sheet work in progress reallocated to operating.	1,200	1,200	1,235	1,267	1,300	1,333	1,366	1,397	1,429	1,463	1,500
Adjustments for investing items:											
• less capital expenditure.	(39,711)	(109,786)	(84,107)	(75,074)	(52,811)	(56,498)	(46,499)	(48,668)	(50,845)	(53,236)	(55,847)
Adjustments for financing items:											
• less lease repayments.	(1,733)	(1,321)	(1,384)	(1,445)	(1,508)	(1,571)	(1,910)	(1,979)	(2,049)	(2,123)	(2,202)
Adjustments for reserve movements:											
• statutory reserve drawdown / (replenish)	6,041	27,602	12,287	2,598	99	3,537	-	-	-	-	-
• discretionary reserve drawdown / (replenish).	(11,879)	34,357	21,144	17,819	966	2,532	(5,677)	(4,245)	(7,156)	(7,867)	(6,132)
Cash surplus / (deficit) for the Year	(8,246)	479	(129)	(1)	7	15	(4)	(8)	(12)	13	16
Opening balance - cash surplus	8,386	140	619	490	489	495	510	506	498	486	500
Closing cash surplus balance	140	619	490	489	495	510	506	498	486	500	516

Income statement converted to comprehensive income

The income statement converted to comprehensive income includes the net asset revaluation increment (decrement reversal) and share of other comprehensive income of associates and joint ventures accounted for by the equity method, to arrive at a 'comprehensive result'. The comprehensive result equates to the movement in net assets or total equity.

Council assets are used to provide essential services to our community, therefore Council does not generally divest assets unless they are non-strategic assets. The projected increase in asset revaluation reflects the rising market value and the current cost (with inflation) to replace them. In turn additional investment/ budget for asset renewal will be required annually.

Table 23: Income Statement converted Comprehensive Income

	Forecast	Budget	Projections								
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Operating surplus / (deficit) for the year	7,571	10,499	16,198	21,436	17,052	14,901	14,043	13,179	16,589	17,926	16,886
Items that will not be reclassified to surplus or deficit in future periods:											
• Net asset revaluation gain / (loss)	81,000	44,382	45,048	45,723	46,409	47,105	47,812	48,529	49,257	49,996	50,746
• Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	81,000	44,382	45,048	45,723	46,409	47,105	47,812	48,529	49,257	49,996	50,746
Total Comprehensive Result	88,571	54,881	61,246	67,159	63,461	62,006	61,855	61,708	65,846	67,922	67,632

Balance sheet

Table 24: Balance sheet.

	Forecast	Budget	Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS											
Current assets											
Cash and cash equivalents	21,167	31,364	10,332	8,353	7,262	7,185	8,846	7,016	10,114	9,021	5,261
Trade and other receivables	28,056	26,118	24,194	22,257	20,315	18,366	18,412	18,454	18,496	18,540	18,586
Other financial assets	116,475	48,475	39,475	24,475	27,475	24,475	29,475	36,475	41,475	51,475	62,475
Prepayments	6,880	6,903	6,923	6,941	6,959	6,976	6,993	7,009	7,025	7,042	7,060
Non-current assets classified as held for sale	1,250	9,570	3,023	-	-	-	-	-	-	-	-
Other assets	3,503	3,015	2,524	2,031	2,036	2,041	2,046	2,051	2,056	2,061	2,066
Total current assets	177,331	125,446	86,471	64,058	64,047	59,043	65,772	71,006	79,167	88,139	95,448
Non-current assets											
Investments in associates and joint ventures	215	215	215	215	215	215	215	215	215	215	215
Trade and other receivables	599	632	632	632	632	632	632	632	632	632	632
Other financial assets	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019
Property, infrastructure, plant and equipment	3,597,516	3,705,765	3,807,273	3,897,976	3,962,544	4,029,917	4,086,346	4,144,003	4,202,829	4,262,930	4,324,405
Right of use assets	9,254	8,524	7,585	6,438	5,231	4,647	17,021	15,056	13,032	10,949	8,807
Total non-current assets	3,624,603	3,732,155	3,832,725	3,922,279	3,985,640	4,052,430	4,121,233	4,176,925	4,233,728	4,291,745	4,351,078
TOTAL ASSETS	3,801,934	3,857,601	3,919,195	3,986,337	4,049,688	4,111,473	4,187,006	4,247,931	4,312,895	4,379,885	4,446,526
LIABILITIES											
Current liabilities											
Trade and other payables	15,524	16,052	16,518	16,947	17,388	17,823	18,269	18,689	19,119	19,578	20,067
Trust funds and deposits	7,181	7,425	7,640	7,839	8,043	8,244	8,450	8,644	8,843	9,055	9,281
Contract and other liabilities	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565
Provisions	16,239	16,710	17,108	17,460	17,814	18,178	18,534	18,870	19,211	19,581	19,973
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	2,649	3,128	3,344	3,298	3,141	2,870	5,490	4,711	3,812	2,789	1,637
Total current liabilities	44,158	45,880	47,175	48,109	48,950	49,680	53,308	53,479	53,550	53,568	53,523
Non-current liabilities											
Provisions	2,224	2,288	2,342	2,390	2,439	2,489	2,538	2,584	2,631	2,682	2,736

	Forecast	Budget	Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	6,367	5,367	4,367	3,367	2,367	1,367	11,367	10,367	9,367	8,367	7,367
Total non-current liabilities	8,591	7,655	6,709	5,757	4,806	3,856	13,905	12,951	11,998	11,049	10,103
TOTAL LIABILITIES	52,749	53,535	53,884	53,866	53,756	53,536	67,213	66,430	65,548	64,617	63,626
NET ASSETS	3,749,185	3,804,066	3,865,312	3,932,471	3,995,931	4,057,938	4,119,793	4,181,500	4,247,347	4,315,268	4,382,900
EQUITY											
Accumulated surplus	642,982	715,439	765,068	806,920	825,037	846,007	854,374	863,308	872,741	882,799	893,554
Asset revaluation reserve	2,958,795	3,003,177	3,048,225	3,093,948	3,140,357	3,187,462	3,235,274	3,283,803	3,333,060	3,383,056	3,433,802
Other reserves	147,408	85,450	52,018	31,602	30,537	24,468	30,144	34,389	41,545	49,413	55,544
TOTAL EQUITY	3,749,185	3,804,066	3,865,312	3,932,470	3,995,931	4,057,937	4,119,792	4,181,500	4,247,346	4,315,268	4,382,900

Statement of changes in equity

Table 25: Statement of changes in equity.

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
2024				
Balance at beginning of the financial year	3,749,185	642,982	2,958,795	147,408
Comprehensive result	10,499	10,499	-	-
Net asset revaluation gain / (loss)	44,382	-	44,382	-
Transfer to other reserves	-	(36,556)	-	36,556
Transfer from other reserves	-	98,514	-	(98,514)
Balance at end of the financial year	3,804,066	715,439	3,003,177	85,450
2025				
Balance at beginning of the financial year	3,804,066	715,439	3,003,177	85,450
Comprehensive result	16,211	16,211	-	-
Net asset revaluation gain / (loss)	45,048	-	45,048	-
Transfer to other reserves	-	(18,076)	-	18,076
Transfer from other reserves	-	51,507	-	(51,507)
Balance at end of the financial year	3,865,325	765,081	3,048,225	52,018
2026				
Balance at beginning of the financial year	3,865,325	765,081	3,048,225	52,018
Comprehensive result	21,436	21,436	-	-
Net asset revaluation gain / (loss)	45,723	-	45,723	-
Transfer to other reserves	-	(16,065)	-	16,065
Transfer from other reserves	-	36,482	-	(36,482)
Balance at end of the financial year	3,932,483	806,934	3,093,948	31,601
2027				
Balance at beginning of the financial year	3,932,483	806,934	3,093,948	31,601
Comprehensive result	17,052	17,052	-	-
Net asset revaluation gain / (loss)	46,409	-	46,409	-
Transfer to other reserves	-	(14,989)	-	14,989
Transfer from other reserves	-	16,054	-	(16,054)
Balance at end of the financial year	3,995,944	825,051	3,140,357	30,536
2028				

	Total	Accumulated surplus	Revaluation reserve	Other reserves
	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year	3,995,944	825,051	3,140,357	30,536
Comprehensive result	14,901	14,901	-	-
Net asset revaluation gain / (loss)	47,105	-	47,105	-
Transfer to other reserves	-	(12,407)	-	12,407
Transfer from other reserves	-	18,476	-	(18,476)
Balance at end of the financial year	4,057,950	846,021	3,187,462	24,467
2029				
Balance at beginning of the financial year	4,057,950	846,021	3,187,462	24,467
Comprehensive result	14,043	14,043	-	-
Net asset revaluation gain / (loss)	47,812	-	47,812	-
Transfer to other reserves	-	(14,932)	-	14,932
Transfer from other reserves	-	9,255	-	(9,255)
Balance at end of the financial year	4,119,805	854,387	3,235,274	30,144
2030				
Balance at beginning of the financial year	4,119,805	854,387	3,235,274	30,144
Comprehensive result	13,179	13,179	-	-
Net asset revaluation gain / (loss)	48,529	-	48,529	-
Transfer to other reserves	-	(10,701)	-	10,701
Transfer from other reserves	-	6,456	-	(6,456)
Balance at end of the financial year	4,181,513	863,321	3,283,803	34,389
2031				
Balance at beginning of the financial year	4,181,513	863,321	3,283,803	34,389
Comprehensive result	16,589	16,589	-	-
Net asset revaluation gain / (loss)	49,257	-	49,257	-
Transfer to other reserves	-	(12,812)	-	12,812
Transfer from other reserves	-	5,656	-	(5,656)
Balance at end of the financial year	4,247,359	872,754	3,333,060	41,545
2032				
Balance at beginning of the financial year	4,247,359	872,754	3,333,060	41,545
Comprehensive result	17,926	17,926	-	-

	Total	Accumulated surplus	Revaluation reserve	Other reserves
	\$'000	\$'000	\$'000	\$'000
Net asset revaluation gain / (loss)	49,996	-	49,996	-
Transfer to other reserves	-	(13,523)	-	13,523
Transfer from other reserves	-	5,656	-	(5,656)
Balance at end of the financial year	4,315,281	882,813	3,383,056	49,412
2033				
Balance at beginning of the financial year	4,315,268	882,800	3,383,056	49,412
Comprehensive result	16,886	16,886	-	-
Net asset revaluation gain / (loss)	50,746	-	50,746	-
Transfer to other reserves	-	(11,788)	-	11,788
Transfer from other reserves	-	5,656	-	(5,656)
Balance at end of the financial year	4,382,900	893,554	3,433,802	55,543

Statement of cash flows

Table 26: Statement of cash flows.

	Forecast	Budget	Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities											
Rates and charges	146,219	150,914	156,150	161,013	166,544	173,059	179,732	186,480	193,534	201,102	209,213
Statutory fees and fines											
• Parking fines	17,919	18,737	19,025	19,330	19,640	19,959	20,285	20,625	20,972	21,321	21,671
• Other statutory fees and fines	4,749	4,583	4,625	4,655	4,684	4,790	4,895	4,996	5,099	5,210	5,327
User fees											
• Parking fees	24,974	25,374	26,056	26,676	27,304	27,951	28,592	29,211	29,843	30,521	31,239
• Other user fees	24,128	22,203	23,015	23,757	24,504	25,278	24,048	24,794	25,554	26,366	27,226
Grants – operating	9,266	8,977	9,331	9,434	9,665	9,903	10,139	10,367	10,600	10,850	11,114
Grants – capital	3,084	4,540	6,522	5,309	4,549	5,834	4,436	2,740	5,040	5,040	2,740
Contributions – monetary	2,677	2,496	5,250	9,650	5,350	4,100	4,100	4,100	4,100	4,100	4,100
Interest received	5,254	6,124	3,466	1,823	1,172	1,209	1,067	1,237	1,366	1,606	1,873
Net trust funds taken	53,376	55,149	56,713	58,166	59,678	61,162	62,691	64,116	65,591	67,173	68,861
Other receipts	14,866	16,494	17,103	17,880	17,820	18,367	18,920	19,121	19,550	20,117	20,715
Net GST refund	8,205	15,222	12,418	11,012	8,879	9,697	8,699	9,035	9,352	9,691	10,079
Employee costs	(110,186)	(108,906)	(112,568)	(116,422)	(120,177)	(124,073)	(128,028)	(131,961)	(135,993)	(140,286)	(144,850)
Materials and services	(98,125)	(111,636)	(108,779)	(104,675)	(103,594)	(110,748)	(110,788)	(113,699)	(116,609)	(119,765)	(123,345)
Short term, low value and variable lease payments											
Trust funds and deposits repaid	(53,100)	(54,905)	(56,498)	(57,967)	(59,474)	(60,961)	(62,485)	(63,922)	(65,392)	(66,961)	(68,635)
Other payments	(9,614)	(12,761)	(10,960)	(10,175)	(10,428)	(10,688)	(10,945)	(11,194)	(11,448)	(11,719)	(12,008)
Net cash provided by operating activities	43,693	42,606	50,868	59,466	56,116	54,839	55,358	56,046	61,160	64,367	65,319
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(39,759)	(109,786)	(84,107)	(75,074)	(52,811)	(56,498)	(46,499)	(48,668)	(50,845)	(53,236)	(55,847)
Proceeds from the sale of property, infrastructure, plant and equipment	994	11,125	5,000	450	450	450	450	450	450	450	450
Payments for investments	-	-	-	-	(3,000)	-	(5,000)	(7,000)	(5,000)	(10,000)	(11,000)
Proceeds from sale of investments	2,025	68,000	9,000	15,000	-	3,000	-	-	-	-	-
Net cash used in investing activities	(36,740)	(30,661)	(70,107)	(59,624)	(55,361)	(53,048)	(51,049)	(55,218)	(55,395)	(62,786)	(66,397)
Cash flows from financing activities											
Finance costs	-	-	-	-	-	-	-	-	-	-	-

	Forecast	Budget	Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-	-
Interest paid - lease liabilities	(490)	(426)	(409)	(375)	(338)	(297)	(738)	(680)	(617)	(551)	(481)
Repayment of lease liabilities	(1,733)	(1,321)	(1,384)	(1,445)	(1,508)	(1,571)	(1,910)	(1,979)	(2,049)	(2,123)	(2,202)
Net cash provided by / (used in) financing activities	(2,223)	(1,747)	(1,793)	(1,821)	(1,846)	(1,868)	(2,648)	(2,658)	(2,667)	(2,675)	(2,682)
Net increase (decrease) in cash and cash equivalents	4,730	10,198	(21,032)	(1,979)	(1,091)	(77)	1,661	(1,830)	3,098	(1,094)	(3,760)
Cash and cash equivalents at beginning of year	16,437	21,167	31,364	10,332	8,353	7,262	7,185	8,847	7,016	10,115	9,021
Cash & cash equivalents at end of year	21,167	31,364	10,332	8,353	7,262	7,185	8,847	7,016	10,115	9,021	5,261

Statement of capital works

Table 27: Statement of capital works.

	Forecast	Budget	Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	3,881	44,897	2,900	13,100	-	9,000	-	-	-	-	-
Building improvements	11,344	28,628	40,061	17,493	17,983	20,442	17,723	20,692	19,668	20,168	21,168
Total property	15,225	73,525	42,961	30,593	17,983	29,442	17,723	20,692	19,668	20,168	21,168
Plant and equipment											
Plant, machinery and equipment	2,691	2,675	2,260	3,070	3,050	2,669	2,924	2,504	2,855	3,766	3,497
Fixtures, fittings and furniture	258	735	811	811	811	119	119	119	119	119	119
Computers and telecommunications	674	750	750	750	750	750	750	750	750	750	750
Heritage and artworks	30	-	30	-	30	-	30	-	30	-	30
Library books	704	702	722	742	750	750	750	750	750	750	750
Total plant and equipment	4,357	4,862	4,573	5,373	5,391	4,288	4,573	4,123	4,504	5,385	5,146
Infrastructure											
Roads	3,097	3,352	3,583	4,995	4,780	3,125	3,125	4,125	4,125	4,125	4,125
Bridges	64	352	2,600	1,605	-	-	-	-	-	-	-
Footpaths and cycleways	2,019	5,608	6,554	11,408	6,815	5,545	6,045	6,195	6,295	6,395	6,405
Drainage	2,070	1,310	3,227	2,776	3,499	1,516	2,076	2,116	2,166	2,316	2,316
Parks, open space and streetscapes	12,880	20,777	20,609	18,325	14,343	12,582	12,957	11,417	14,087	14,847	16,687
Total infrastructure	20,129	31,399	36,573	39,109	29,437	22,768	24,203	23,853	26,673	27,683	29,533
Total capital works expenditure	39,711	109,786	84,107	75,074	52,811	56,498	46,499	48,668	50,845	53,236	55,847
Represented by											
New asset expenditure	4,670	18,047	9,680	20,387	6,945	5,085	4,185	4,380	4,576	4,791	5,026
Asset renewal expenditure	14,775	19,399	25,691	28,356	22,467	23,729	19,530	20,441	21,355	22,359	23,456
Asset upgrade expenditure	13,731	30,272	33,318	22,349	18,268	22,034	18,135	18,981	19,830	20,762	21,780
Asset expansion expenditure	6,535	42,068	15,418	3,982	5,131	5,650	4,650	4,867	5,085	5,324	5,585
Total capital works expenditure	39,711	109,786	84,107	75,074	52,811	56,498	46,499	48,668	50,845	53,236	55,847

	Forecast	Budget	Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Funding sources represented by											
Grants	4,053	4,741	6,822	5,609	4,849	6,134	4,736	3,040	5,340	5,340	3,040
Contributions	334	-	-	-	-	-	-	-	-	-	-
Reserves	15,226	65,258	43,198	20,303	12,744	12,176	6,955	5,156	4,356	4,356	4,356
Council cash	20,098	39,787	34,087	49,161	35,218	38,188	34,808	40,472	41,149	43,540	48,451
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	39,711	109,786	84,107	75,074	52,811	56,498	46,499	48,668	50,845	53,236	55,847

Schedule of reserve movements

Table 28: Schedule of reserve movements.

Cash backed reserves	1 Jul 2023	2023/24			2024/25		
	Opening balance	Replenish reserves	Reserves drawdown	Closing balance	Replenish reserves	Reserves drawdown	Closing balance
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Open space contributions (Resort and Recreation Levy)							
• Open space contributions excluding FBURA	39,000	1,711	(7,752)	32,959	1,800	(23,718)	11,041
• Fishermans Bend Urban Renewal Area (FBURA)	3,231	266	(266)	3,231	200	(5,884)	(2,453)
Total open space contributions (Resort and Recreation Levy)	42,231	1,977	(8,018)	36,190	2,000	(29,602)	8,588
• Car parking reserve	1,791	-	-	1,791	-	-	1,791
• Trust funds and deposits	6,905	276	-	7,181	244	-	7,425
Total statutory reserves	50,927	2,253	(8,018)	45,162	2,244	(29,602)	17,804
Non-statutory reserves							
Contractual reserves							
• Child care Infrastructure	5,643	883	(915)	5,611	983	(915)	5,679
• Middle Park Beach nourishment	253	7	-	260	7	-	267
• Tied grants	11,474	1,222	(7,721)	4,975	-	(786)	4,189
• Waste charge	1,469	-	(1,233)	236	-	-	236
• ANAM building maintenance (South Melbourne Town Hall)	(27)	-	-	(27)	-	-	(27)
• Project deferrals	29,167	7,279	(10,658)	25,788	5,583	(22,026)	9,345
Total contractual reserves	47,978	9,391	(20,527)	36,842	6,573	(23,727)	19,688
Strategic reserves							
• Palais Theatre	3,424	939	(166)	4,198	976	(1,369)	3,805
• Strategic Property Fund	16,828	1,530	-	18,358	11,500	(11,000)	18,858
• In Our Backyard (affordable housing)	2,755	500	-	3,255	500	(2,855)	900
• Sustainable transport	4,391	2,193	(1,279)	5,305	1,968	(2,511)	4,762
• St Kilda Marina and Foreshore	(0)	139	(300)	(161)	134	(330)	(357)
• Other	4,327	-	(428)	3,899	-	(3,778)	121
Total strategic reserves	31,725	5,302	(2,173)	34,854	15,078	(21,843)	28,089
General reserves							
• Internal borrowing - Fishermans Bend investments	(6,614)	424	-	(6,190)	2,042	-	(4,148)
• Internal borrowing - Other	(292)	165	(573)	(700)	165	-	(535)
• Asset Renewal Fund and risk	23,122	15,158	(3,380)	34,900	-	(8,607)	26,293
• Smart Technology Fund	(8,279)	1,400	-	(6,879)	1,400	(35)	(5,514)
• Municipal growth reserve (including Fishermans Bend)	3,908	392	-	4,300	9,298	(14,700)	(1,102)
• Rates cap challenge	6,000	6,300	-	12,300	-	-	12,300
Total general reserves	17,844	23,839	(3,953)	37,730	12,905	(23,342)	27,293
Total non-statutory reserves	97,548	38,532	(26,653)	109,427	34,556	(68,912)	75,070
Total cash-backed reserves	148,475	40,785	(34,671)	154,588	36,800	(98,514)	92,874

Cash backed reserves	2025/26			2026/27			2027/28		
	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
Statutory reserves									
Open space contributions (Resort and Recreation Levy)									
• Open space contributions excluding FBURA	3,200	(16,987)	(2,747)	3,200	(7,298)	(6,845)	3,200	(4,799)	(8,444)
• Fishermans Bend Urban Renewal Area (FBURA)	1,500	-	(953)	1,500	-	547	1,500	-	2,047
Total open space contributions (Resort and Recreation)	4,700	(16,987)	(3,700)	4,700	(7,298)	(6,298)	4,700	(4,799)	(6,397)
• Car parking reserve	-	-	1,791	-	-	1,791	-	-	1,791
• Trust funds and deposits	215	-	7,640	199	-	7,839	204	-	8,043
Total statutory reserves	4,915	(16,987)	5,731	4,899	(7,298)	3,332	4,904	(4,799)	3,437
Non-statutory reserves									
Contractual reserves									
• Child care infrastructure	1,011	(1,148)	5,542	1,037	(2,175)	4,403	1,063	(2,779)	2,687
• Middle Park Beach nourishment	7	-	274	13	-	287	12	-	299
• Tied grants	-	(2,339)	1,850	-	(1,850)	-	-	-	-
• Waste charge	-	(100)	136	-	1	137	-	-	137
• ANAM building maintenance (Sth Melbourne Town Hall)	-	-	(27)	-	-	(27)	-	-	(27)
• Project deferrals	-	(7,766)	1,579	-	(1,208)	371	-	(371)	(0)
Total contractual reserves	1,018	(11,353)	9,353	1,050	(5,232)	5,171	1,075	(3,150)	3,096
Strategic reserves									
• Palais Theatre	1,004	(735)	4,074	1,030	-	5,104	1,057	-	6,161
• Strategic Property Fund	4,950	-	23,808	400	(9,000)	15,208	400	-	15,608
• In Our Backyard (affordable housing)	-	(900)	0	-	-	0	-	-	0
• Sustainable transport	2,007	(4,020)	2,749	1,797	(5,330)	(784)	1,833	(3,310)	(2,261)
• St Kilda Marina and Foreshore	134	(2,200)	(2,423)	631	(2,500)	(4,292)	647	(300)	(3,945)
• Other	-	-	121	-	-	121	-	-	121
Total strategic reserves	8,095	(7,855)	28,329	3,858	(16,830)	15,357	3,938	(3,610)	15,685
General Reserves									
• Internal borrowing - Fishermans Bend investments	158	-	(3,990)	158	-	(3,832)	158	-	(3,674)
• Internal borrowing - other	165	-	(370)	165	-	(205)	165	-	(40)
• Asset Renewal Fund and risk	530	(13,647)	13,176	3,779	(2,802)	14,153	2,580	-	16,733
• Smart Technology Fund	1,400	(215)	(4,329)	1,400	-	(2,929)	1,400	-	(1,529)
• Municipal growth reserve (including Fishermans Bend)	2,010	-	908	955	-	1,863	973	-	2,837
• Rates cap challenge	-	(1,450)	10,850	-	(4,320)	6,530	-	(4,495)	2,035
Total general reserves	4,263	(15,312)	16,244	6,457	(7,122)	15,579	5,276	(4,495)	16,361
Total non-statutory reserves	13,376	(34,520)	53,926	11,365	(29,184)	36,107	10,289	(11,255)	35,141
Total cash-backed reserves	18,291	(51,507)	59,658	16,264	(36,482)	39,439	15,193	(16,054)	38,578

Cash backed reserves	2028/29			2029/30			2030/31		
	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
Statutory reserves									
Open space contributions (Resort and Recreation Levy)									
• Open space contributions excluding FBURA	4,100	(7,637)	(11,981)	4,100	(4,100)	(11,981)	4,100	(4,100)	(11,981)
• Fishermans Bend Urban Renewal Area (FBURA)	-	-	2,047	-	-	2,047	-	-	2,047
Total open space contributions (Resort and Recreation)	4,100	(7,637)	(9,934)	4,100	(4,100)	(9,934)	4,100	(4,100)	(9,934)
• Car parking reserve	-	-	1,791	-	-	1,791	-	-	1,791
• Trust funds and deposits	201	-	8,244	206	-	8,450	194	-	8,644
Total statutory reserves	4,301	(7,637)	101	4,306	(4,100)	307	4,294	(4,100)	501
Non-statutory reserves									
Contractual reserves									
• Child care infrastructure	1,090	(3,841)	(64)	1,117	(2,855)	(1,802)	1,143	(256)	(915)
• Middle Park Beach nourishment	11	-	310	10	-	320	11	-	331
• Tied grants	-	-	-	-	-	-	-	-	-
• Waste charge	-	-	137	-	-	137	-	-	137
• ANAM building maintenance (Sth Melbourne Town Hall)	-	-	(27)	-	-	(27)	-	-	(27)
• Project deferrals	-	-	(0)	-	-	(0)	-	-	(0)
Total contractual reserves	1,101	(3,841)	356	1,127	(2,855)	(1,372)	1,154	(256)	(475)
Strategic reserves									
• Palais Theatre	1,084	-	7,245	1,111	(1,000)	7,356	1,136	-	8,492
• Strategic Property Fund	400	(5,000)	11,008	400	-	11,408	400	-	11,808
• In Our Backyard (affordable housing)	-	-	0	-	-	0	-	-	0
• Sustainable transport	1,860	(1,000)	(1,401)	1,927	(1,000)	(474)	1,936	(1,000)	462
• St Kilda Marina and Foreshore	664	(300)	(3,581)	680	(300)	(3,201)	696	(300)	(2,805)
• Other	-	-	121	-	-	121	-	-	121
Total strategic reserves	4,007	(6,300)	13,392	4,118	(2,300)	15,210	4,168	(1,300)	18,078
General Reserves									
• Internal borrowing - Fishermans Bend investments	158	-	(3,516)	158	-	(3,358)	158	-	(3,200)
• Internal borrowing - other	40	-	-	-	-	-	-	-	-
• Asset Renewal Fund and risk	600	-	17,333	3,600	-	20,933	60	-	20,993
• Smart Technology Fund	1,400	-	(129)	129	-	(0)	-	-	(0)
• Municipal growth reserve (including Fishermans Bend)	1,001	-	3,837	1,030	-	4,867	1,061	-	5,929
• Rates cap challenge	-	(698)	1,337	670	-	2,007	-	(800)	1,207
Total general reserves	3,199	(698)	18,862	5,587	-	24,449	1,279	(800)	24,928
Total non-statutory reserves	8,307	(10,839)	32,609	10,832	(5,155)	38,286	6,601	(2,356)	42,531
Total cash-backed reserves	12,608	(18,476)	32,710	15,138	(9,255)	38,593	10,895	(6,456)	43,032

Cash backed reserves	2031/32			2032/33			2033/34		
	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
Statutory reserves									
Open space contributions (Resort and Recreation Levy)									
• Open space contributions excluding FBURA	4,100	(4,100)	(11,981)	4,100	(4,100)	(11,981)	4,100	(4,100)	(11,981)
• Fishermans Bend Urban Renewal Area (FBURA)	-	-	2,047	-	-	2,047	-	-	2,047
Total open space contributions (Resort and Recreation)	4,100	(4,100)	(9,934)	4,100	(4,100)	(9,934)	4,100	(4,100)	(9,934)
• Car parking reserve	-	-	1,791	-	-	1,791	-	-	1,791
• Trust funds and deposits	199	-	8,843	212	-	9,055	226	-	9,281
Total statutory reserves	4,299	(4,100)	700	4,312	(4,100)	912	4,326	(4,100)	1,138
Non-statutory reserves									
Contractual reserves									
• Child care infrastructure	1,169	(256)	(2)	1,197	(256)	940	1,227	(256)	1,911
• Middle Park Beach nourishment	10	-	341	10	-	351	11	-	362
• Tied grants	-	-	-	-	-	-	-	-	-
• Waste charge	-	-	137	-	-	137	-	-	137
• ANAM building maintenance (Sth Melbourne Town Hall)	-	-	(27)	-	-	(27)	-	-	(27)
• Project deferrals	-	-	(0)	-	-	(0)	-	-	(0)
Total contractual reserves	1,179	(256)	448	1,207	(256)	1,400	1,238	(256)	2,382
Strategic reserves									
• Palais Theatre	1,142	-	9,634	1,170	-	10,804	1,200	-	12,004
• Strategic Property Fund	400	-	12,208	400	-	12,608	400	-	13,008
• In Our Backyard (affordable housing)	-	-	0	-	-	0	-	-	0
• Sustainable transport	1,975	(1,000)	1,437	2,015	(1,000)	2,452	2,055	(1,000)	3,507
• St Kilda Marina and Foreshore	712	(300)	(2,394)	729	(300)	(1,965)	747	(300)	(1,518)
• Other	-	-	121	-	-	121	-	-	121
Total strategic reserves	4,229	(1,300)	21,007	4,314	(1,300)	24,021	4,402	(1,300)	27,123
General Reserves									
• Internal borrowing - Fishermans Bend investments	158	-	(3,042)	158	-	(2,884)	158	-	(2,726)
• Internal borrowing - other	-	-	-	-	-	-	-	-	-
• Asset Renewal Fund and risk	40	-	21,033	150	-	21,183	90	-	21,273
• Smart Technology Fund	-	-	(0)	-	-	(0)	-	-	(0)
• Municipal growth reserve (including Fishermans Bend)	1,096	-	7,024	1,134	-	8,158	1,176	-	9,334
• Rates cap challenge	2,010	-	3,217	2,460	-	5,677	623	-	6,300
Total general reserves	3,304	-	28,232	3,902	-	32,134	2,047	-	34,181
Total non-statutory reserves	8,712	(1,556)	49,687	9,423	(1,556)	57,554	7,688	(1,556)	63,686
Total cash-backed reserves	13,011	(5,656)	50,387	13,735	(5,656)	58,466	12,014	(5,656)	64,824

Statement of human resources

Table 29: Statement of human resources.

	Budget		Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs – operating	105,822	109,169	112,744	116,542	120,296	124,198	128,140	132,046	136,079	140,401	144,985
Employee costs – capital	4,712	5,304	5,473	5,630	5,790	5,555	5,709	5,858	6,011	6,176	6,349
Total staff expenditure	110,534	114,473	118,218	122,172	126,086	129,753	133,848	137,904	142,090	146,577	151,334
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers											
Employees	847	820	822	825	826	825	828	832	835	839	842
Total staff numbers	847	820	822	825	826	825	828	832	835	839	842

	Budget		Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
City Growth and Development	28,161	29,740	30,835	31,850	32,891	33,973	35,064	36,143	37,257	38,452	39,718
Community Wellbeing and Inclusion	26,287	25,046	25,969	26,824	27,701	28,611	29,530	30,440	31,378	32,384	33,451
Operations and Infrastructure	22,688	24,543	25,447	26,285	27,143	28,036	28,937	29,827	30,747	31,732	32,777
Governance and Organisational Performance	4,892	5,131	5,320	5,495	5,675	5,862	6,050	6,237	6,429	6,634	6,853
Organisational, Capability and Experience	12,915	14,227	14,681	15,102	15,530	15,973	16,415	16,845	17,286	17,758	18,257
Total permanent operating staff expenditure	94,943	98,687	102,251	105,556	108,940	112,454	115,996	119,492	123,097	126,960	131,057
Casual and temporary employee costs	3,544	4,767	4,919	5,060	5,204	5,352	5,500	5,644	5,792	5,950	6,117
External contractors and other expenditure	7,335	5,715	5,575	5,926	6,152	6,391	6,644	6,910	7,190	7,490	7,811
Capital employee costs	4,712	5,304	5,473	5,630	5,790	5,555	5,709	5,858	6,011	6,176	6,349
Total staff expenditure	110,534	114,473	118,218	122,172	126,086	129,753	133,848	137,904	142,090	146,577	151,334

Statement of human resources – expenditure by departments

Table 30: Statement of human resources – expenditure by departments.

	Budget		Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Staff expenditure	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
City Growth and Development											
Permanent full-time	24,223	26,219	27,202	28,113	29,048	30,020	31,002	31,975	32,980	34,057	35,201
• Female	11,736	11,881	12,406	12,893	13,396	13,922	14,459	14,998	15,559	16,160	16,801
• Male	12,487	14,338	14,796	15,220	15,652	16,098	16,543	16,977	17,421	17,897	18,400
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part-time	3,939	3,521	3,633	3,737	3,843	3,953	4,062	4,169	4,278	4,394	4,518
• Female	2,448	2,073	2,139	2,200	2,263	2,327	2,391	2,454	2,518	2,587	2,660
• Male	1,491	1,448	1,494	1,537	1,581	1,626	1,671	1,714	1,759	1,807	1,858
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total City Growth and Development	28,161	29,740	30,835	31,850	32,891	33,973	35,064	36,143	37,257	38,452	39,718
Community Wellbeing and Inclusion											
Permanent full-time	15,764	16,831	17,492	18,104	18,733	19,388	20,052	20,713	21,397	22,130	22,909
• Female	11,700	12,343	12,860	13,340	13,834	14,349	14,874	15,399	15,944	16,528	17,150
• Male	4,064	4,488	4,632	4,764	4,900	5,039	5,179	5,314	5,454	5,602	5,760
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part-time	10,523	8,215	8,477	8,720	8,967	9,223	9,478	9,727	9,981	10,254	10,542
• Female	8,023	6,906	7,126	7,330	7,539	7,753	7,968	8,177	8,391	8,620	8,862
• Male	2,500	1,309	1,351	1,389	1,429	1,470	1,510	1,550	1,590	1,634	1,680
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Community Wellbeing and Inclusion	26,287	25,046	25,969	26,824	27,701	28,611	29,530	30,440	31,378	32,384	33,451
Operations and Infrastructure											
Permanent full-time	21,619	23,329	24,194	24,996	25,818	26,673	27,536	28,390	29,272	30,217	31,220
• Female	6,948	6,431	6,636	6,827	7,021	7,221	7,420	7,615	7,814	8,028	8,253
• Male	14,672	16,898	17,558	18,169	18,798	19,453	20,116	20,775	21,458	22,190	22,966
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part-time	1,069	1,214	1,253	1,289	1,325	1,363	1,401	1,437	1,475	1,515	1,558
• Female	760	1,092	1,127	1,159	1,192	1,226	1,260	1,293	1,327	1,363	1,401
• Male	309	122	126	129	133	137	140	144	148	152	156
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Operations and Infrastructure	22,688	24,543	25,447	26,285	27,143	28,036	28,937	29,827	30,747	31,732	32,777

	Budget		Projections								
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Staff expenditure	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Governance and Organisational Performance											
Permanent full-time	4,478	4,211	4,370	4,518	4,671	4,829	4,988	5,147	5,311	5,486	5,672
• Female	2,710	2,403	2,480	2,551	2,623	2,698	2,773	2,845	2,920	2,999	3,084
• Male	1,768	1,808	1,890	1,968	2,047	2,131	2,216	2,302	2,391	2,486	2,588
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part-time	414	920	950	977	1,004	1,033	1,062	1,090	1,118	1,149	1,181
• Female	342	846	873	898	923	949	976	1,001	1,027	1,055	1,085
• Male	71	75	77	79	81	84	86	88	91	93	96
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Governance and Organisational Performance	4,892	5,131	5,320	5,495	5,675	5,862	6,050	6,237	6,429	6,634	6,853
Organisational, Capability and Experience											
Permanent full-time	11,544	12,877	13,287	13,668	14,056	14,457	14,857	15,246	15,645	16,072	16,524
• Female	5,687	5,930	6,119	6,295	6,473	6,658	6,842	7,021	7,205	7,402	7,610
• Male	5,660	6,738	6,952	7,152	7,355	7,564	7,774	7,977	8,186	8,410	8,646
• Self-described gender	197	209	216	222	228	235	241	248	254	261	268
Permanent part-time	1,371	1,350	1,393	1,433	1,474	1,516	1,558	1,599	1,641	1,685	1,733
• Female	1,098	1,065	1,098	1,130	1,162	1,195	1,228	1,260	1,293	1,329	1,366
• Male	191	200	206	212	218	224	230	236	243	249	256
• Self-described gender	82	86	89	91	94	97	99	102	104	107	110
Total Organisation, Capability and Experience	12,915	14,227	14,681	15,102	15,530	15,973	16,415	16,845	17,286	17,758	18,257
Casual, temporary employees and other costs	10,879	10,482	10,494	10,986	11,356	11,743	12,144	12,554	12,982	13,441	13,928
Capital employees	4,712	5,304	5,473	5,630	5,790	5,555	5,709	5,858	6,011	6,176	6,349
Total staff expenditure	110,534	114,473	118,218	122,172	126,086	129,753	133,848	137,904	142,090	146,577	151,334

Statement of human resources – FTE by departments

Table 31: Statement of human resources – FTE by departments.

	Budget 2023/24 FTE	Budget 2024/25 FTE	Projection 2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE
City Growth and Development											
Permanent full-time	187.1	191.0	192.5	193.8	195.0	196.4	197.7	199.1	200.5	202.0	203.5
• Female	91.5	87.2	88.7	90.0	91.2	92.6	93.9	95.3	96.7	98.2	99.7
• Male	95.6	103.8	103.8	103.8	103.8	103.8	103.8	103.8	103.8	103.8	103.8
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part-time	35.3	30.9	30.9	30.9	30.9	30.9	30.9	30.9	30.9	30.9	30.9
• Female	20.9	17.5	17.5	17.5	17.5	17.5	17.5	17.5	17.5	17.5	17.5
• Male	14.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total City Growth and Development	222.4	221.9	223.4	224.7	225.9	227.3	228.6	230.0	231.4	232.9	234.4
Community Wellbeing and Inclusion											
Permanent full-time	132.8	135.9	137.2	138.3	139.3	140.5	141.6	142.8	144.0	145.2	146.5
• Female	98.9	101.6	102.8	103.9	105.0	106.1	107.3	108.4	109.6	110.9	112.1
• Male	33.9	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part-time	109.0	74.1	73.5	73.5	73.5	73.5	73.5	73.5	73.5	73.5	73.5
• Female	79.7	60.4	59.8	59.8	59.8	59.8	59.8	59.8	59.8	59.8	59.8
• Male	29.3	13.7	13.7	13.7	13.7	13.7	13.7	13.7	13.7	13.7	13.7
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Community Wellbeing and Inclusion	241.8	210.1	210.7	211.8	212.9	214.0	215.1	216.3	217.5	218.7	220.0
Operations and Infrastructure											
Permanent full-time	177.7	177.3	178.5	179.5	180.6	181.7	182.8	184.0	185.1	186.3	187.6
• Female	53.4	45.1	45.1	45.1	45.1	45.1	45.1	45.1	45.1	45.1	45.1
• Male	124.3	132.2	133.4	134.4	135.5	136.6	137.7	138.8	140.0	141.2	142.4
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part-time	9.3	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9
• Female	6.4	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7
• Male	2.9	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Operations and Infrastructure	187.0	187.2	188.4	189.4	190.5	191.6	192.7	193.9	195.0	196.2	197.5

	Budget 2023/24 FTE	Budget 2024/25 FTE	Projection 2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE
Governance and Organisational Performance											
Permanent full-time	30.0	28.3	28.6	28.8	29.0	29.3	29.5	29.7	30.0	30.2	30.5
• Female	19.5	16.3	16.3	16.3	16.3	16.3	16.3	16.3	16.3	16.3	16.3
• Male	10.5	12.0	12.3	12.5	12.7	12.9	13.2	13.4	13.7	13.9	14.2
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent part-time	3.2	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
• Female	2.6	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
• Male	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Governance and Organisational Performance	33.2	34.9	35.2	35.4	35.6	35.9	36.1	36.3	36.6	36.8	37.1
Organisational, Capability and Experience											
Permanent full-time	83.3	89.2	89.3	89.5	89.6	89.8	89.9	90.1	90.2	90.4	90.5
• Female	40.3	40.3	40.3	40.3	40.3	40.3	40.3	40.3	40.3	40.3	40.3
• Male	41.0	46.9	47.1	47.2	47.4	47.5	47.7	47.8	48.0	48.1	48.2
• Self-described gender	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Permanent part-time	12.1	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6
• Female	9.7	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4
• Male	1.8	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
• Self-described gender	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Total Organisational, Capability and Experience	95.4	99.8	100.0	100.1	100.3	100.4	100.6	100.7	100.8	101.0	101.1
Casual and temporary employees	31.5	27.9	26.9	25.9	25.0	24.1	23.2	22.3	21.5	20.6	19.8
Capital employees	35.4	37.9	37.9	37.9	35.9	32.2	32.2	32.2	32.2	32.2	32.2
Total staff numbers	846.7	819.7	822.4	825.2	826.1	825.4	828.5	831.7	835.1	838.5	842.1

Statement of grants

Operating grants

Table 32: Statement of grants.

Operating Grant Funding Types and Source	Budget	Forecast	Budget	Change	
	2023/24	2023/24	2024/25	\$'000	%
	\$'000	\$'000	\$'000	\$'000	%
Recurrent - Commonwealth Government					
General home care and aged services	3,584	2,779	1,061	(1,718)	(62%)
Financial assistance grants	783	145	3,350	3,205	2210%
Recreation	40	40	40	0	0%
Immunisation	11	11	11	0	0%
Recurrent - State Government					
Libraries	777	777	760	(17)	(2%)
Maternal and child health	860	885	858	(27)	(3%)
Long day care	379	647	586	(61)	(9%)
Family services	464	547	566	19	3%
General home care and aged services	830	735	219	(516)	(70%)
School crossing supervisors	240	240	240	0	0%
Street and beach cleaning	250	250	250	0	0%
Parks	190	190	196	6	3%
Immunisation	62	122	58	(64)	(52%)
Total recurrent grants	8,470	7,368	8,195	827	11%
Non-recurrent - Commonwealth Government					
Arts	190	200	340	140	70%
Regional assessment service	463	453	-	(453)	(100%)
Building cladding	-	138	134	(4)	(3%)
Non-recurrent - Victorian Government					
Waste transformation	-	310	-	(310)	(100%)
Other project portfolio funding	360	797	308	(489)	(61%)
Total non-recurrent grants	1,013	1,898	782	(1,116)	(59%)
Total operating grants	9,483	9,266	8,977	(289)	(3%)

Capital grants

Table 33: Capital grants.

Capital grant funding types and source	Budget 2023/24 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change \$'000	%
Recurrent - Australian Government					
Roads	300	300	440	140	47%
Total recurrent grants	300	300	440	140	47%
Non-recurrent - Australian Government					
Roads	175	101	308	207	205%
Footpaths and cycleways	66	-	139	139	100%
Buildings	-	-	278	278	100%
Non-recurrent - Victorian Government					
Parks, open space and streetscapes	1,245	1,153	1,134	(19)	(2%)
Bridges	-	0	0	0	100%
Roads	-	19	132	113	100%
Footpaths and cycleways	20	415	849	434	104%
Furniture and fittings		13	12	(1)	(8%)
Buildings	2,372	1,083	1,249	166	15%
Total non-recurrent grants	3,878	2,784	4,100	1,316	47%
Total capital grants	4,178	3,084	4,540	1,456	47%

Statement of borrowings

Table 34: Statement of borrowings.

Loans	Forecast 2023/24	Budget 2024/25
Total amount to be borrowed as of 30 June of prior year	0	0
Total amount to be borrowed	0	0
Total amount projected to be redeemed	0	0
Total amount proposed to be borrowed as of 30 June	0	0

Council property leases

Council gives notice of its intention to lease the following properties on the terms listed below pursuant to Section 115 of the *Local Government Act 2020* to be disclosed in the Budget 2024/25.

Table 35: Council property leases.

Property address	Permitted use	Commencing rent (excluding GST)	Lease term
222-228 Bank Street, South Melbourne	Community use	Market rent	Up to three years
85-87 Tennyson Street, Elwood	Neighbourhood house	\$460 (if demanded)	Up to five years
11 Shakespeare Grove, St Kilda	Community garden	\$460 (if demanded)	Up to 10 years
333 Bay Street, Port Melbourne (Port Melbourne Town Hall)	Electrical substation	Market rent	Up to 21 years
147 Liardet Street, Port Melbourne (upper level, excluding community hall)	Office	Market rent	Up to 10 years
71A Acland Street, St Kilda	Food and Beverage	Market rent	Up to 21 Years

Project portfolio

Budget 2024/25 capital works program

Table 36: Budget 2024/25 capital works program.

Capital works 2024/25	Budget cost			Asset expenditure type				Funding sources				
	Operating \$'000	Capital \$'000	Project \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants \$'000	Reserves \$'000	Cash \$'000	Loans \$'000
Property:												
Public space acquisitions	-	44,897	44,897	44,897	-	-	-	-	-	44,897	-	-
Land	-	44,897	44,897	44,897	-	-	-	-	-	44,897	-	-
Building renewal and upgrade program	10	811	821	-	652	135	24	468	-	213	140	-
Building safety and accessibility program	88	1,440	1,527	429	255	337	420	1,502	-	-	25	-
Children's centres improvement program	170	940	1,110	240	210	249	241	-	499	416	195	-
HVAC, air and energy improvement program	186	841	1,027	-	212	629	-	200	-	-	827	-
Minor capital works (buildings) program	-	1,784	1,784	-	535	1,249	-	1,034	750	-	-	-
EcoCentre redevelopment	-	3,325	3,325	-	665	997	1,662	-	-	1,230	2,095	-
Lagoon Reserve pavilion and sports Field	-	544	544	-	163	381	-	-	-	544	-	-
Palais Theatre concrete spalling	-	342	342	-	-	-	342	-	-	-	342	-
Elder Smith netball courts and pavilion	-	1,784	1,784	-	535	1,249	-	1,034	750	-	-	-
South Melbourne Town Hall renewal upgrade	83	9,922	10,005	-	1,488	8,434	-	4,049	150	5,806	-	-
Palais Theatre tunnels rectification	100	555	655	-	167	389	-	-	-	655	-	-
Library facilities improvement program	15	120	135	-	60	60	-	-	-	-	135	-
South Melbourne Market stall base build changeover	20	190	210	-	114	76	-	-	-	-	210	-
South Melbourne Market renewal works	63	210	273	-	126	84	-	-	-	-	273	-
Albert Park Bowls Club pavilion upgrade	-	536	536	-	134	402	-	271	265	-	-	-
Elwood Reserve Change Rooms	50	607	657	607	-	-	-	363	278	-	16	-
South Melbourne Market project connect	-	447	447	134	89	134	89	447	-	-	-	-
Elwood Croquet Club upgrade	7	140	147	-	140	-	-	67	80	-	-	-
Gymnastics facility feasibility study	80	20	100	20	-	-	-	100	-	-	-	-
Public Toilet Plan program	7	693	700	314	200	-	179	373	-	158	170	-
South Melbourne Market compliance works program	20	894	914	-	419	475	-	594	-	222	99	-
Buildings	1,079	25,674	26,754	1,743	6,429	14,545	2,958	9,613	2,022	10,278	4,842	-

Capital works 2024/25	Budget cost			Asset expenditure type				Funding sources				
	Operating \$'000	Capital \$'000	Project \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants \$'000	Reserves \$'000	Cash \$'000	Loans \$'000
Total property	1,079	70,572	71,651	46,641	6,429	14,545	2,958	9,613	2,022	55,175	4,842	-
Plant and equipment:												
Fleet renewal program	-	2,380	2,380	-	2,380	-	-	-	-	-	2,380	-
Bin purchases and replacement program	-	295	295	295	-	-	-	-	-	-	295	-
Parking technology	230	-	230	-	-	-	-	-	-	-	230	-
Plant, machinery and equipment	230	2,675	2,905	295	2,380	-	-	-	-	-	2,905	-
Workplace renewal and upgrade program	48	299	347	-	120	180	-	347	-	-	-	-
Council furniture and fittings	21	119	140	-	48	71	-	-	-	-	140	-
Library Furniture Replacement	-	240	240	-	240	-	-	240	-	-	-	-
Fixtures, fittings and furniture	69	658	727	-	407	251	-	587	-	-	140	-
Core ICT Infra upgrade and refresh	-	750	750	-	750	-	-	-	-	-	750	-
Computers and telecommunications	-	750	750	-	750	-	-	-	-	-	750	-
Library purchases	150	702	852	702	-	-	-	-	11	-	841	-
Library books	150	702	852	702	-	-	-	-	11	-	841	-
Total plant and equipment	299	4,780	5,079	1,147	3,301	332	-	482	11	-	4,586	-
Infrastructure:												
Blackspot safety improvements program	-	278	278	27	169	83	-	-	278	-	-	-
Kerb and gutter renewal program	19	273	292	-	164	109	-	-	-	-	292	-
Laneway renewal and upgrade program	-	235	235	-	153	82	-	-	-	-	235	-
Local area traffic management infrastructure program	15	90	105	-	36	54	-	30	-	-	75	-
Safety upgrades	-	20	20	-	12	8	-	20	-	-	-	-
Road renewal program	209	1,871	2,080	-	1,175	696	-	1,128	572	-	380	-
Roads	243	2,767	3,010	27	1,708	1,032	-	1,178	850	-	982	-

Capital works 2024/25	Budget cost			Asset expenditure type				Funding sources				
	Operating \$'000	Capital \$'000	Project \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants \$'000	Reserves \$'000	Cash \$'000	Loans \$'000
Broadway Bridge works	-	352	352	-	352	-	-	77	-	275	-	-
Bridges	-	352	352	-	352	-	-	77	-	275	-	-
Bike infrastructure program	35	1,640	1,675	197	164	1,066	213	-	828	847	35	-
Footpath renewal program	-	1,215	1,215	-	447	768	-	55	-	-	1,160	-
Kerb and gutter renewal program	-	330	330	-	98	233	-	-	-	5	325	-
Laneway renewal and upgrade program	19	95	114	-	62	33	-	-	-	-	114	-
Danks Street and Withers Street	50	260	310	-	104	156	-	289	21	-	-	-
West Beach Boardwalk Accessibility	-	126	126	-	32	95	-	-	126	-	-	-
Commercial precincts enhancements	-	350	350	-	175	175	-	-	-	-	350	-
Pedestrian infrastructure program	5	175	180	-	62	113	-	-	-	180	-	-
Footpaths and cycleways	109	4,491	4,600	197	1,233	2,848	213	344	975	1,032	2,249	-
Stormwater harvesting design	-	20	20	-	8	12	-	-	-	20	-	-
Stormwater management program	100	640	740	-	385	255	-	-	-	-	740	-
Water sensitive urban program	100	510	610	287	-	70	153	-	-	-	610	-
Drainage	200	1,170	1,370	287	393	337	153	-	-	20	1,350	-
Fishermans Bend program	17	66	83	66	-	-	-	33	-	-	50	-
Danks Street biolink	-	485	485	485	-	-	-	-	400	-	85	-
Maritime infrastructure renewal program	-	65	65	-	52	13	-	-	-	-	65	-
St Kilda Adventure Playground upgrade	8	231	239	-	35	196	-	239	-	-	-	-
Elwood foreshore facilities development	164	263	427	13	124	97	29	427	-	-	-	-
Gasworks Arts Park upgrade	450	2,071	2,521	828	-	1,242	-	-	-	2,521	-	-
Gasworks Arts Park Playground	50	602	652	181	120	301	-	-	-	652	-	-
Graham Street overpass skatepark and carpark	13	945	959	-	189	189	567	440	-	507	12	-
Acland Street Plaza planting and hostile vehicle mitigation	-	389	389	-	156	233	-	389	-	-	-	-
JL Murphy Community Pitch synthetic field	713	2,877	3,590	575	-	863	1,439	178	275	3,137	713	-
North Port oval perimeter upgrade	46	232	278	-	93	139	-	93	-	185	46	-
Catani Gardens irrigation upgrade	5	205	210	-	103	103	-	210	-	-	-	-
Palais Theatre and Luna Park precinct	-	1,073	1,073	-	322	537	215	-	-	1,070	3	-
Sol Green Reserve upgrade	90	450	540	-	180	270	-	-	-	347	193	-
St Kilda Promenade safety upgrade	11	325	336	-	98	65	163	148	-	188	11	-
St Kilda Pier landside works upgrade	3	570	573	-	171	114	285	242	-	331	-	-

Capital works 2024/25	Budget cost			Asset expenditure type				Funding sources				
	Operating \$'000	Capital \$'000	Project \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants \$'000	Reserves \$'000	Cash \$'000	Loans \$'000
St Vincent Gardens Playground	7	256	263	-	77	51	128	87	-	176	-	-
Hewison Reserve upgrade	20	380	400	-	152	228	-	232	-	168	-	-
Dog Off Leash Implementation	9	121	130	121	-	-	-	-	-	-	130	-
Sandridge Bay Trail safety upgrade	-	200	200	-	-	200	-	200	-	-	-	-
Public space minor capital works	250	280	530	56	224	-	-	-	-	170	360	-
Port Melbourne Light Rail Linear Parks Plan	5	95	100	-	48	29	19	-	-	26	74	-
Clarendon Street creative lighting	135	-	135	-	-	-	-	135	-	-	-	-
Sandridge Sports Precinct	11	554	565	554	-	-	-	-	-	-	565	-
Public space expansion strategy	30	595	625	375	-	44	176	62	-	563	-	-
Alma Park west boundary treatment	-	103	103	103	-	-	-	70	-	-	33	-
Acland St Plaza renewal	13	335	348	101	67	168	-	348	-	-	-	-
Shrine to Sea - Kerferd Rd Median and Foreshore works	40	360	400	216	-	144	-	-	400	-	-	-
Skidders Adventure Playground upgrade	-	50	50	-	8	43	-	50	-	-	-	-
Conservation of South African War Memorial	-	168	168	-	-	168	-	-	-	-	168	-
Melbourne Water Elwood drainage upgrade	83	-	83	-	-	-	-	18	-	-	65	-
Public place closed circuit television (CCTV) upgrade	-	185	185	-	185	-	-	-	-	-	185	-
Public space lighting renewal and upgrade program	99	1,342	1,441	-	604	738	-	469	-	29	943	-
Sport and recreation infrastructure renewal and upgrade program	55	250	305	8	60	83	100	151	-	142	13	-
Sports playing field renewal program	72	1,620	1,692	207	422	992	-	-	-	958	734	-
Parks, open space and streetscapes	2,398	17,744	20,142	3,888	3,487	7,249	3,120	4,221	1,075	11,169	3,677	-
Total infrastructure	2,950	26,524	29,474	4,398	7,173	11,467	3,486	5,820	2,900	12,496	8,258	-
Total	4,479	101,881	106,359	52,036	17,139	26,262	6,444	16,019	4,933	67,672	17,736	-
Project contingency	-	7,905	7,905	938	2,260	4,010	697	3,018	104	2,279	2,505	-
Total capital works	4,479	109,786	114,264	52,974	19,399	30,272	7,140	19,037	5,037	69,950	20,240	-

Summary of capital works expenditure 2025–2028

Table 37: Summary of capital works expenditure 2025–2026.

Capital works	Budget cost			Asset expenditure type				Funding sources				
	Operating \$'000	Capital \$'000	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants \$'000	Reserves \$'000	Council \$'000	Loans \$'000
Property												
Land	-	2,900	2,900	2,900	-	-	-	-	-	2,900	-	-
Buildings	2,878	40,061	42,940	2,797	7,001	19,755	10,509	5,470	1,740	21,118	14,612	-
Total property	2,878	42,961	45,840	5,697	7,001	19,755	10,509	5,470	1,740	24,018	14,612	-
Plant and equipment												
Plant, machinery and equipment	400	2,260	2,660	295	1,965	-	-	-	-	-	2,660	-
Fixtures, fittings and furniture	81	811	892	-	324	487	-	752	-	-	140	-
Computers and telecommunications	-	750	750	-	750	-	-	-	-	-	750	-
Heritage plant and equipment	-	30	30	-	-	-	30	-	-	-	30	-
Library books	150	722	872	722	-	-	-	-	-	-	872	-
Total plant and equipment	631	4,573	5,204	1,017	3,039	487	30	752	-	-	4,452	-
Infrastructure												
Roads	-	3,583	3,583	-	2,501	1,082	-	218	1,140	-	2,225	-
Bridges	-	2,600	2,600	-	2,600	-	-	-	1,438	1,163	-	-
Footpaths and cycleways	5	6,554	6,559	186	2,540	3,626	202	27	-	2,920	3,612	-
Drainage	184	3,227	3,411	361	1,584	1,097	185	-	-	1,711	1,700	-
Parks, open space and streetscape	2,132	20,609	22,740	2,419	6,426	7,272	4,492	925	2,806	6,635	12,374	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-	-	-
Total infrastructure	2,321	36,573	38,893	2,966	15,651	13,077	4,879	1,170	5,383	12,429	19,911	-
Total capital works expenditure	5,830	84,107	89,937	9,680	25,691	33,318	15,418	7,392	7,124	36,446	38,975	-

Table 38: Summary of capital works expenditure 2026/27.

Capital works	Budget cost			Asset expenditure type				Funding sources				
	Operating \$'000	Capital \$'000	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants \$'000	Reserves \$'000	Council \$'000	Loans \$'000
Property												
Land	-	13,100	13,100	13,100	-	-	-	-	-	13,100	-	-
Buildings	578	17,493	18,071	3,250	6,817	5,466	1,961	-	3,851	2,175	12,045	-
Total property	578	30,593	31,171	16,350	6,817	5,466	1,961	-	3,851	15,275	12,045	-
Plant and equipment												
Plant, machinery and equipment	210	3,070	3,280	295	2,680	95	-	-	-	-	3,280	-
Fixtures, fittings and furniture	81	811	892	-	324	487	-	659	-	-	233	-
Computers and telecommunications	-	750	750	-	750	-	-	-	-	-	750	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-
Library books	150	742	892	742	-	-	-	-	-	-	892	-
Total plant and equipment	441	5,373	5,814	1,037	3,754	582	-	659	-	-	5,155	-
Infrastructure												
Roads	-	4,995	4,995	-	3,445	1,550	-	-	1,140	-	3,855	-
Bridges	-	1,605	1,605	-	1,605	-	-	-	803	803	-	-
Footpaths and cycleways	136	11,408	11,544	754	3,463	6,510	681	-	-	6,230	5,314	-
Drainage	184	2,776	2,960	361	1,404	826	185	80	-	1,180	1,700	-
Parks, open space and streetscape	1,501	18,325	19,826	1,886	7,868	7,416	1,156	469	4,466	1,933	12,958	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-	-	-
Total infrastructure	1,821	39,109	40,930	3,001	17,784	16,302	2,022	549	6,409	10,146	23,826	-
Total capital works expenditure	2,840	75,074	77,914	20,387	28,356	22,349	3,982	1,208	10,260	25,420	41,026	-

Table 39: Summary of capital works expenditure 2027/28.

Capital works	Budget cost			Asset expenditure type				Funding sources				
	Operating \$'000	Capital \$'000	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants \$'000	Reserves \$'000	Council \$'000	Loans \$'000
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	763	17,983	18,746	3,940	5,194	5,975	2,874	-	2,909	2,779	13,058	-
Total property	763	17,983	18,746	3,940	5,194	5,975	2,874	-	2,909	2,779	13,058	-
Plant and equipment												
Plant, machinery and equipment	-	3,050	3,050	295	2,555	200	-	-	-	-	3,050	-
Fixtures, fittings and furniture	83	811	894	-	325	487	-	-	-	-	894	-
Computers and telecommunications	-	750	750	-	750	-	-	-	-	-	750	-
Heritage plant and equipment	-	30	30	-	-	-	30	-	-	-	30	-
Library books	150	750	900	750	-	-	-	-	-	-	900	-
Total plant and equipment	233	5,391	5,624	1,045	3,630	687	30	-	-	-	5,624	-
Infrastructure												
Roads	-	4,780	4,780	-	3,359	1,421	-	-	1,140	-	3,640	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	96	6,815	6,911	306	2,785	3,527	196	-	-	2,210	4,701	-
Drainage	184	3,499	3,683	361	1,693	1,260	185	-	-	1,983	1,700	-
Parks, open space and streetscape	1,312	14,343	15,655	1,293	5,806	5,399	1,846	-	650	2,731	12,274	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-	-	-
Total infrastructure	1,592	29,437	31,029	1,961	13,643	11,607	2,227	-	1,790	6,924	22,315	-
Total capital works expenditure	2,588	52,811	55,399	6,945	22,467	18,268	5,131	-	4,699	9,703	40,997	-

10-year capital portfolio by Strategic Direction

Table 40: 10-year capital portfolio – Inclusive Port Phillip.

Project name	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2032/33
Children										
Children's centres improvement program	1,110	2,204	3,663	4,785	5,849	3,940	21	-	-	-
Children's centres minor capital works	234	234	234	234	234	234	234	234	234	234
Families and young people										
St Kilda Adventure Playground upgrade	239	1,713	-	-	-	-	-	-	-	-
Skidders Adventure Playground upgrades	50	626	-	-	-	-	-	-	-	-
Recreation										
Graham St Overpass Skatepark and Carpark	959	705	-	-	-	-	-	-	-	-
JL Murphy Community Pitch synthetic field	3,590	-	-	-	-	-	-	-	-	-
Lagoon Reserve pavilion and sports field	3,325	3,830	-	-	-	-	-	-	-	-
North Port Oval access and egress	278	350	-	-	-	-	-	-	-	-
Elder Smith netball courts and pavilion	342	5,068	-	-	-	-	-	-	-	-
Albert Park Bowls Club pavilion upgrade	536	-	-	-	-	-	-	-	-	-
Elwood Reserve change and umpire rooms	657	-	-	-	-	-	-	-	-	-
Elwood Croquet Club upgrade	147	30	2,000	-	-	-	-	-	-	-
Gymnastics facility feasibility study	100	-	-	-	-	-	-	-	-	-
Sport and recreation infrastructure renewal and upgrade program	255	317	300	300	300	300	300	300	300	300
Sports fields lighting expansion program	-	50	200	200	200	200	200	200	200	200
Sports playing field renewal program	1,692	1,110	3,700	1,290	1,410	1,400	100	1,400	100	1,400
Total	13,513	16,237	10,097	6,809	7,993	6,074	855	2,134	834	2,134

Table 41: 10-year capital portfolio – Liveable Port Phillip.

Project name	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2032/33
City planning and urban design										
Johnson Street Park development	83	60	-	-	-	-	-	-	-	-
Public space										
Maritime infrastructure renewal program	65	840	250	250	250	250	250	250	250	250
Elwood foreshore facilities development	427	917	7,142	7,192	-	-	-	-	-	-
Gasworks Arts Park reinstatement	2,521	-	-	-	-	-	-	-	-	-
Gasworks Arts Park – Playground Upgrade	652	-	-	-	-	-	-	-	-	-
Acland Street Plaza greening and hostile vehicle mitigation	389	-	-	-	-	-	-	-	-	-
Cobden Place Pocket Park	-	1,680	-	-	-	-	-	-	-	-
Palais Theatre and Luna Park precinct	1,073	-	-	-	-	-	-	-	-	-
Sol Green Reserve upgrade	540	340	-	-	-	-	-	-	-	-
St Kilda Promenade safety upgrade	336	94	-	-	-	-	-	-	-	-
St Kilda Pier landside works upgrade	573	4,888	-	-	-	-	-	-	-	-
St Vincent Gardens Playground	263	1,330	-	-	-	-	-	-	-	-
West Beach Boardwalk Accessibility	126	-	-	-	-	-	-	-	-	-
Hewison Reserve upgrade	400	-	-	-	-	-	-	-	-	-
Sandridge Bay Trail safety upgrade	200	-	-	-	-	-	-	-	-	-
Public space minor capital works	530	900	1,200	1,200	1,200	1,320	1,320	1,200	1,200	1,200
Expand Pakington Street Reserve	250	-	-	-	-	-	-	-	-	-
Public space expansion strategy	45,167	2,900	13,100	400	9,000	-	-	-	-	-
Woodstock Street Reserve	-	-	-	50	710	-	-	-	-	-
Glen Eira Avenue Reserve upgrade	-	-	50	710	-	-	-	-	-	-
Bowen Crescent Reserve upgrade	-	-	30	50	1,220	-	-	-	-	-
Expand the size of Eastern Reserve North	-	-	30	50	1,295	-	-	-	-	-
Elwood foreshore facilities stages two and three	-	-	-	-	2,800	3,500	3,500	3,500	4,200	-
Port Melbourne Light Rail Linear Parks Plan	100	430	80	350	285	-	-	-	-	-
Waterfront Place Framework Plan	-	50	100	850	-	-	-	-	-	-
Station Pier Linear Park minor upgrade	-	-	25	75	-	-	-	-	-	-
St Kilda Botanical Garden play space upgrade	-	-	-	100	280	1,600	-	-	-	-

Project name	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2032/33
South Beach Reserve, St Kilda Foreshore	-	-	-	-	-	50	350	100	-	-
Clarke Reserve play space upgrade	-	50	450	-	-	-	-	-	-	-
Sandridge Sports Precinct	565	46	-	-	-	-	-	-	-	-
Acland St Plaza renewal	348	-	-	-	-	-	-	-	-	-
Public place closed circuit television (CCTV) upgrade	185	360	175	-	-	-	-	-	-	-
Melbourne Water Elwood drainage upgrade	83	-	-	-	-	-	-	-	-	-
Alma Park west boundary treatment	103	-	-	-	-	-	-	-	-	-
Dog off-leash implementation	130	60	450	-	-	-	-	-	-	-
Shrine to Sea – Kerferd Rd Median and Forecourt	400	1,861	886	-	-	-	-	-	-	-
Public space lighting renewal and upgrade program	1441	415	1,060	680	680	680	680	680	680	680
Transport and parking										-
Bike infrastructure program	1,675	1,552	5,540	1,310	500	500	500	500	500	500
Blackspot safety improvements program	278	420	420	420	420	420	420	420	420	420
Footpath renewal program	1,215	2,152	2,924	2,456	2,665	2,665	2,665	2,665	2,665	2,665
Civil Minor Capital Works	300	300	300	300	300	300	300	300	300	300
Integrated Transport Strategy	5	95	240	-	-	-	-	-	-	-
Kerb and gutter renewal program	617	840	840	860	860	860	860	860	860	860
Laneway renewal and upgrade program	349	270	90	235	235	235	235	235	235	235
Local area traffic management infrastructure program	105	-	-	-	-	-	-	-	-	-
Pier Road and Bay Trail safety upgrade	20	188	1,255	1,255	-	-	-	-	-	-
Parking technology program	230	400	400	400	400	400	400	400	400	400
Vehicle exclusion Pier Street Waterfront	-	190	-	-	-	-	-	-	-	-
Pedestrian infrastructure program	180	1,065	900	700	700	700	700	700	700	700
Road renewal program	2,432	3,815	3,485	1,870	1,870	1,870	2,870	2,870	2,870	2,870
Total	64,916	28,507	41,422	21,763	25,670	15,350	15,050	14,680	15,280	11,080

Table 42: 10-year capital portfolio – Sustainable Port Phillip.

Project name	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2032/33
Amenity										
Public Toilet Plan implementation program	750	620	494	450	450	450	450	450	450	450
Stormwater management program	740	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Sustainability										
Danks Street biolink	485	-	-	-	-	-	-	-	-	-
HVAC, air and energy improvements program	1,027	370	200	200	369	200	200	200	200	200
EcoCentre redevelopment	1,784	-	-	-	-	-	-	-	-	-
Stormwater harvesting program	20	1,371	1,010	1,643	-	-	-	-	-	-
Open space irrigation renewal upgrade	210	750	285	285	285	285	285	285	285	285
Water sensitive urban design program	610	700	700	700	700	700	700	700	700	700
Waste management										
Bin purchasing and replacement program	295	295	295	295	295	295	295	295	295	295
Total	5,921	5,106	3,984	4,573	2,950	2,930	2,930	2,930	2,930	2,930

Table 43: 10-year capital portfolio - Vibrant Port Phillip.

Project name	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2032/33
Arts, culture and heritage										
Palais Theatre concrete spalling	544	710	-	-	-	-	-	-	-	-
South Melbourne Town Hall renewal upgrade	10,005	15,285	-	-	-	-	-	-	-	-
Palais Theatre tunnels rectification	655	-	-	-	-	-	-	-	-	-
Art acquisition	-	30	-	30	-	30	-	30	-	30
Conservation of South African War Memorial	168	-	-	-	-	-	-	-	-	-
Economic development										
Clarendon Street Creative Lighting	135	-	-	-	-	-	-	-	-	-
Commercial Precincts Minor Enhancements	350	350	350	350	350	350	350	350	350	350
Libraries										
Library purchases	852	872	892	900	900	900	900	900	900	900
Library facilities improvement program	375	300	1,470	1,470	1,470	1,470	1,470	1,470	1,470	1,470
South Melbourne Market										
South Melbourne Market stall base build changeover	210	110	110	110	110	110	110	110	110	110
South Melbourne Market renewal works	273	395	595	595	595	595	595	595	595	595
South Melbourne Market project connect	447	2,699	4,405	4,401	5,065	5,050	4,658	-	-	-
South Melbourne Market compliance works program	914	80	-	-	-	-	-	-	-	-
Total	14,929	20,831	7,822	7,856	8,490	8,505	8,083	3,455	3,425	3,455

Table 44: 10-year capital portfolio – Well-Governed Port Phillip.

Project name	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2032/33
Asset management										
Building renewal and upgrade program	821	1,100	1,100	2,540	2,540	2,540	2,540	2,540	2,540	2,540
Building safety and accessibility program	1,527	2,094	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590
Building renewal program	1,115	-	-	-	-	-	-	-	-	-
Council fleet renewal program	2,380	1,965	2,585	2,355	1,974	2,229	1,809	2,160	3,071	2,802
Workplace plan implementation	487	772	772	774	140	140	140	140	140	140
Technology										
Core ICT infrastructure upgrade and refresh	750	750	750	750	750	750	750	750	750	750
Total	7,081	6,681	6,797	8,009	6,994	7,249	6,829	7,180	8,091	7,822
Total capital projects	106,359	77,361	70,121	49,010	52,097	40,108	33,747	30,379	30,560	27,421
Grand total										
Project name	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2032/33
Budget capacity / contingency and indexation	7,905	12,576	7,793	6,389	11,181	11,971	20,761	26,567	29,064	35,127
Grand total	114,264	89,937	77,914	55,399	63,278	52,079	54,508	56,946	59,624	62,549

2024–28 Operating projects by Strategic Direction

Table 45: Operating projects – Inclusive Port Phillip.

Project name	2024/25	2025/26	2026/27	2027/28
Affordable housing and homelessness				
In Our Backyard	2,855	900	-	-
Children Services				
Commonwealth Aged Care Reforms	150	-	-	-
Children Services				
Kinder central registration and enrolment	55	-	-	-
Recreation				
Sport and Recreation Strategy refresh	67	67	-	-
Total	3,127	967	-	-

Table 46: Operating projects – Liveable Port Phillip.

Project name	2024/25	2025/26	2026/27	2027/28
Public space				
St Kilda Marina project	330	2,200	2,500	-
Coastal planning	383	153	-	-
Glen Eira Avenue Reserve trial	-	75	-	-
Blessington Street temporary road closure	-	56	150	-
Greenline upgrade trial	145	-	-	-
Open space and tree maintenance review	180	-	-	-
Middle Park Beach renourishment	150	1,140	-	-
City planning and urban design				
Fishermans Bend program	537	185	-	-
Housing Strategy	10	-	-	-
St Kilda Strategic Plan implement program	100	80	150	-
Planning scheme amendments program	100	450	260	260
Heritage program implementation	340	50	-	-
Carlisle Street Streetscape Plan	100	-	-	-
Transport and parking				
Local area traffic management infrastructure	95	-	-	-
Parking E-Permit implementation	376	-	-	-
Parking Technology Future Plan	75	-	-	-
Domain Precinct – Metro Tunnel	60	-	-	-
Local laws and animal management				
Domestic Animal Management Plan 2026	85	30	-	-
Total	3,116	4,419	3,060	260

Table 47: Operating projects - Sustainable Port Phillip.

Project name	2024/25	2025/26	2026/27	2027/28
Sustainability				
Public Tree Canopy Protection Program	420	420	420	420
Community electric vehicle charging	50	150	-	-
Submetering for electricity monitoring	55	-	-	-
Elster Creek Catchment and Elsternwick Park	60	-	-	-
South Melbourne Market sustainability initiative	75	75	-	-
Act and Adapt Strategy implementation	430	345	345	345
Community sustainability programs	90	90	90	90
ESD Compliance program trial	121	121	-	-
Greening Port Phillip program	640	840	700	700
Waste management				
Waste transformation program	551	-	-	-
Total	2,617	2,033	1,555	1,555

Table 48: Operating projects - Vibrant Port Phillip.

Project name	2024/25	2025/26	2026/27	2027/28
Arts, culture and heritage				
Deliver Live Music Action Plan	75	-	-	-
Economic development and tourism				
Games Action Plan implementation	90	-	-	-
Carlisle Street Carparks Strategy execution	58	-	-	-
Social and economic recovery	650	-	-	-
Libraries				
Library Action Plan technology implementation	60	60	60	-
Total	933	60	60	-

Table 49: Operating projects - Well-Governed Port Phillip.

Project name	2024/25	2025/26	2026/27	2027/28
Asset management				
Conservation Management Plan - Port Melbourne Town Hall	75	35	-	-
Governance, risk and policy				
Council Plan development	116	70	70	70
Council election	723	-	-	-
People, culture and safety				
Enterprise Agreement renewal	125	-	-	50
Customer experience				
Clever Council program	1,545	1,215	1,000	1,000
Total	2,584	1,370	1,070	1,120
Contingency and capacity	411	46	31	2,666
Grand total	12,787	8,896	5,775	5,600

Rates and charges

This section presents information which the *Local Government Act 2020* and regulations require to be disclosed in the Council's annual Budget. The Valuer General Victoria has not yet certified our 2024 property valuation data; therefore, the following information is provisional and is subject to change.

It also contains information on Council's past and foreshadowed rating levels, along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Revenue Rating Strategy, also contained in this document.

Rates

Rating context

In developing the Financial Plan, rates and charges are identified as the main source of revenue, accounting for more than 56 per cent of the total revenue received by Council annually. Planning for future rate increases has historically been an important

component of developing the Financial Plan. The Victorian Government has introduced the *Fair Go Rates System* (FGRS), which sets out the maximum amount councils may increase rates in a year. For 2024/25 the FGRS rate cap has been set at 2.75 per cent. The rate cap applies to both general rates and municipal charges and is calculated based on a council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Port Phillip community. Council recognises the rising community concern regarding affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure.

The community's expectation for better value in Council service delivery has been reflected in Council's decision-making. Council has recently launched several

initiatives to ensure that its services are delivered in the most efficient and effective manner possible. These initiatives include a one-off councillor-led cost review program and the ongoing successful drive for efficiency savings. Efficiency savings of \$1.5 million are included in Budget 2024/25. This results \$6.4 million of total permanent savings delivered in the four budgets of this Council and \$12.6 million delivered over the four budgets of the previous Council. Cumulative savings since the introduction of rate capping in 2016/17 are more than \$113 million. These initiatives have been supported by improved capability in Council planning, process improvement and project management.

To achieve Council's objectives while maintaining services levels and a strong capital expenditure program, the average general rate will increase by 2.75 per cent,

which is 0.65 per cent lower than forecast inflation (based on 3.4 per cent inflation for 12 months - June 2023 to June 2024).

Current year rates and charges

At the 6 December 2023 meeting, Council agreed not to apply to the Essential Services Commission for a variation to the rates cap in 2024/25 in line with Council's financial strategy. Council noted the approach to meeting the significant challenge of rate capping, more specifically identifying:

- opportunities to further reduce Council's cost base without impacting service levels. Such as, efficiencies identified through improvements in processes, procurement and project planning and delivery.
- opportunities to ensure that user fees and charges reflect the benefit that individual community members receive.

That is, rates funding is not unreasonably subsidising services that provide private benefit.

- service delivery options, including changes to the way services are currently delivered and consideration of service level changes in areas of lower strategic priority.
- appropriate use of borrowings and reserves.

These measures have enabled Council to maintain service levels and a strong capital expenditure program and limit the rate increase to 2.75 per cent in 2024/25, 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 2024.

Table 50: Proposed rates increase.

Proposed rates increase	2024/25 budget	2025/26 projection	2026/27 projection	2027/28 projection
General average rate increase %	2.75%	2.9%	2.6%	2.5%
Default waste charge %	2.7%	4.0%	3.6%	2.3%
Total net rates and charges raised (\$,000)	150,914	156,150	161,013	166,544

Rating structure

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

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

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

The Port Phillip Rating Strategy 2022–25 is outlined by the following key parameters:

- using Capital Improved Value (CIV) as the base for rates allocation
- differential rates will be set at property class: residential, commercial and industrial. This enables Council to

address issues with rates shift between classes as part of the annual budget process

- Rate concessions for recreational land in accordance with the *Cultural and Recreational Lands Act 1963*, provision is made for a Council to grant a rating concession to any 'recreational lands' that meet the test of being rateable land under this act. There are 27 recreational properties in Port Phillip that are rated under this act.
- Waste charges are to recover the cost of private benefits and direct waste services such as kerbside waste collections, hard waste collection, and the Resource Recovery Centre operations.

In addition, an update to Council's Rating Strategy was presented to Council on the 20 March 2024 to further expand differential

rating. Higher differential rates will be set for derelict land, unactivated retail land and vacant land to assist with the development of our City consistent with Council Plan objectives. This reflects the objectives to ensure the timely development, use and activation of all land and property within the municipality. This change was a key focus of the consultation and engagement of draft Budget 2024/25.

Rates in 2024/25

This table summarises the rates to be determined for the 2024/25 year. A more detailed analysis of the rates to be raised is contained in the 'Declaration of rates and charges' section.

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

Table 51: 2024/25 rating strategy.

Type or class of land	How applied	2023/24	2024/25	Change
Residential land rate in the dollar	Per \$ CIV	0.001694	0.001723	1.71%
Commercial land rate in the dollar	Per \$ CIV	0.002021	0.002058	1.83%
Industrial land rate in the dollar	Per \$ CIV	0.002000	0.002036	1.80%
Derelict land rate in the dollar	Per \$ CIV	Nil	0.006892	-
Unactivated Retail land rate in the dollar	Per \$ CIV	Nil	0.006892	-
Vacant land rate in the dollar	Per \$ CIV	Nil	0.005169	-
Municipal charge	\$/ property	Nil	Nil	Nil
Default waste charge	\$/ property	\$198.20	\$203.60	2.72%
Commercial car park space waste charge	\$/ property	\$19.80	\$0.00	(100%)
Kerbside single unit dwelling FOGO charge	\$/ property	\$66.00	\$68.00	3.03%
Annual garbage charge for non-rateable properties*	\$/ property	\$436.00	\$450.00	3.21%
240 litre bin - annual service charge	\$/ property	\$248.00	\$255.00	2.82%

* Additional charges may apply where more than one bin is requested

Declaration of rates and charges 2024/25

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

Table 52: Estimated total amount to be raised by all rates and charges

Type of charge	2023/24 (\$)	2024/25 (\$)	Change (\$)	Change (%)
General rates*	130,950,189	135,413,759	4,463,570	3.4%
Municipal charge*	0	0	0	0.0%
Waste service charges	14,513,285	15,066,593	553,307	3.8%
Supplementary rates and charges	862,293	508,061	(354,233)	(41.1%)
Specific rate rebates (pensioner rebates, Office of Housing) and adjustments (including penalty interest)	(284,000)	(261,175)	22,825	(8.0%)
Cultural and recreational charges	177,387	187,241	9,854	5.6%
Rates and charges	146,219,155	150,914,478	4,695,323	3.2%

*These items are subject to the rate cap established under the Fair Go Rating System

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

Table 53: Differential rate in the dollar to be levied as general rates

Type or class of land	2023/24 per \$ CIV	2024/25 per \$ CIV	Change (%)
General rate for rateable residential land	0.001694	0.001723	1.71%
General rate for rateable commercial properties	0.002021	0.002058	1.83%
General rate for rateable industrial properties	0.002000	0.002036	1.80%
General rate for rateable derelict properties	Nil	0.006892	100.0%
General rate for rateable unactivated retail properties	Nil	0.006892	100.0%
General rate for rateable vacant properties	Nil	0.005169	100.0%

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.

Table 54: Estimated total amount to be raised by general rates

Type or class of land	2023/24 (\$)	2024/25 (\$)	Change (\$)	Change (%)
Residential	106,844,355	110,008,253	3,163,898	3.0%
Commercial	19,272,956	19,470,581	197,625	1.0%
Industrial	4,832,878	4,861,530	28,652	0.6%
Derelict	Nil	165,753	165,753	100.0%
Unactivated retail	Nil	166,097	166,097	100.0%
Vacant	Nil	741,545	741,545	100.0%
Total amount to be raised by general rates	130,950,189	135,413,759	4,463,570	3.4%

The basis of valuation to be used is the Capital Improved Value (CIV). The estimated total value of each type or class of land and the estimated total value of land, compared with the previous financial year.

Table 55: Estimated value of land

Type or class of land	2023/24 (CIV \$)	2024/25 (CIV \$)	Change (\$)	Change (%)
Residential	63,072,228,500	63,846,926,000	774,697,500	1.2%
Commercial	9,536,346,500	9,460,923,500	(75,423,000)	(0.8%)
Industrial	2,416,439,000	2,387,785,000	(28,654,000)	(1.2%)
Derelict	Nil	24,050,000	24,050,000	100.0%
Unactivated retail	Nil	24,100,000	24,100,000	100.0%
Vacant	Nil	143,460,000	143,460,000	100.0%
Total value of land	75,025,014,000	75,887,244,500	862,230,500	1.1%

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.

Table 56: Number of assessments

Type or class of land	2023/24 (Number)	2024/25 (Number)	Change (Number)	Change (%)
Residential	68,097	69,344	1,247	1.8%
Commercial	6,790	6,752	(38)	(0.6%)
Industrial	960	941	(19)	(2.0%)
Derelict	Nil	6	6	100.0%
Unactivated retail	Nil	19	19	100.0%
Vacant	Nil	42	42	100.0%
Total number of assessments	75,847	77,104	1,257	1.7%

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

Table 57: Municipal charge

Type of Charge	Per Rateable Property 2023/24 (\$)	Per Rateable Property 2024/25 (\$)	Change (\$)	Change (%)
Municipal	0	0	0	0.00%

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

Table 58: Estimated total amount to be raised by municipal charges

Type of Charge	2023/24 (\$)	2024/25 (\$)	Change (\$)	Change (%)
Municipal	0	0	0	0.0%

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

Table 59: Rate or unit amount to be levied

Type of charge	Per Rateable Property 2023/24 (\$)	Per Rateable Property 2024/25 (\$)	Change (\$)	Change (%)
Default waste charge for rateable properties	198.20	203.60	5.40	2.7%
Kerbside FOGO collection charge (single unit developments only)	66.00	68.00	2.00	3.0%
Commercial car park space waste charge*	19.80	0.00	(19.80)	(100%)
Annual garbage charge for non-rateable tenements	436.00	450.00	14.00	3.2%
240 litre waste bin charge^	248.00	255.00	7.00	2.8%
80 litre waste bin rebate	(80.00)	(82.00)	(2.00)	2.5%
Private waste collection rebate	(68.00)	(69.50)	(1.50)	2.2%

* The commercial car park space waste charge no longer applies from 2024/25 onwards. All car park spaces and storage areas (regardless of property type – commercial, industrial or residential, excluding commercial park operations) from 2024/25 will receive a full exemption from the waste charge.

^ Additional charges may apply where multiple bins are requested.

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

Table 60: Estimated total amount to be raised by service rates and charges

Type of charge	2023/24 (\$)	2024/25 (\$)	Change (\$)	Change (%)
Default waste charge for rateable properties	14,125,829	14,675,263	549,435	3.9%
Commercial car park space waste charge	30,254	0	(30,254)	(100.0%)
Kerbside FOGO collection charge (single unit developments only)	937,002	988,348	51,346	5.5%
Annual garbage charge for non-rateable tenements	39,240	40,500	1,260	3.2%
240 litre bin - annual service charge	665,136	692,580	27,444	4.1%
Total service charges excluding rebates	15,797,461	16,396,691	599,230	3.8%
80 litre waste bin - annual rebate	(202,160)	(209,838)	(7,678)	3.8%
Private collection - annual rebate	(1,082,016)	(1,120,260)	(38,244)	0.0%
Total services rebate	(1,284,176)	(1,330,098)	(45,922)	0.0%
Total net service charges	14,513,285	15,066,593	553,307	3.8%

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 (2024/25: budgeted \$0.5 million, 2023/24: final supplementary valuations to be confirmed)
- the variation of returned levels of value (for example, valuation appeals)
- changes of use of land, such that rateable land becomes non-rateable land and vice versa
- changes of use of land such that residential land becomes business land and vice versa.

Fair Go Rates System compliance

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

Table 61: Fair Go Rates System compliance.

	2023/24	2024/25
Total raised income based on 30 June valuation	\$127,455,350	\$131,838,794
Number of assessments	75,847	77,104
Base average rates	\$1,680.42	\$1,709.88
Maximum rate increase (set by the Victorian Government)	3.50%	2.75%
Capped average rate	\$1,739.23	\$1,756.90
Maximum general rates and municipal charges revenue	\$131,915,378	\$135,464,018
Budgeted general rates and municipal charges revenue	\$130,950,189	\$135,413,759

Differential rates

General rates are to be levied. The rate and amount of rates payable in relation to land in each category of differential include:

- A general rate of 0.1723 per cent (0.001723 per dollar of CIV) for all rateable residential land.
- A general rate of 0.2058 per cent (0.002058 per dollar of CIV) for all rateable commercial land.
- A general rate of 0.2036 per cent (0.002036 per dollar of CIV) for all rateable industrial land.
- A general rate of 0.6892 per cent (0.006892 per dollar of CIV) for all rateable derelict land.
- A general rate of 0.6892 per cent (0.006892 per dollar of CIV) for all rateable unactivated retail land.
- A general rate of 0.5169 per cent (0.005169 per dollar of CIV) for all rateable vacant land.

For the purposes of identifying the types and classes of land applicable to each rate, the properties are grouped in accordance with the Australian Valuation Property Classification Code (AVPCC) categories, as adopted by the Valuer General Victoria (VGV) for the 2024 General Valuation.

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

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

Commercial land

Definitions and characteristics:

Commercial land is any land which is not deemed to be derelict land, unactivated retail land, vacant land; and which is primarily used or adapted for retail, office, business, entertainment, or community uses, or for other commercial purposes.

Objective: To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including but not limited to the:

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

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

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

Geographic location: Wherever located within the municipal district.

Use of land: Any use permitted under the Port Phillip Planning Scheme.

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

Types of buildings: For the purposes of classifying commercial land, the types of buildings on the land within this differential rate are all buildings which are present on the land at the date of the declaration for the 2024/25 financial year.

Industrial land

Definitions and characteristics: Industrial land is any land which is not derelict land, unactivated retail land or vacant land;

- which is primarily used or adapted for use for an industrial purpose, such as manufacturing, storage or distribution
- which is located in an Industrial Zone or any other zone under the Port Phillip Planning Scheme.

Objective: To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including but not limited to the:

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

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

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

Geographic location: Wherever located within the municipal district.

Use of land: Any use permitted under the Port Phillip Planning Scheme.

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

Types of buildings: For the purposes of classifying industrial land, the types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2024/25 financial year.

Residential land

Definitions and characteristics: Residential land is any land which is not derelict land, unactivated retail land or vacant land:

- on which a building is erected and which is lawfully used or available to be lawfully used for a residential purpose
- which is located in a Residential Zone under the Port Phillip Planning Scheme.

Objective: To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including but not limited to the:

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

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

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

Geographic location: Wherever located within the municipal district.

Use of land: Any use permitted under the Port Phillip Planning Scheme.

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

Types of buildings: For the purposes of classifying residential land, the types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2024/25 financial year.

Derelict land

Definitions and characteristics:

Derelict land is any land:

1. which:
 - a. contains a building which is unfit for occupation; and/or
 - b. is otherwise not adequately maintained such that it is unfit for occupation; and
2. which meets one or more of the following criteria:
 - a. the building or land is destroyed, decayed, deteriorated, or fallen into partial ruin especially through neglect or misuse (this may include but not be limited to excessive dirt; peeling paint; broken windows, elements of the facade or advertising signs; loose or broken fittings, fixtures; or faulty lighting);
 - b. the building or land constitutes a danger to health or property which may include but is not limited to:
 - i. the existence on the property of vermin, litter, fire damage or other environmental hazards
 - ii. a partially built structure in respect of which there is no building permit.
 - c. the building or land provides an opportunity to be used in a manner that may cause a nuisance or become detrimental to the amenity of the immediate area;
 - d. there is excessive growth of vegetation, weeds or undergrowth; or

- e. the building or land affects the general amenity of adjoining land or neighbourhood by the appearance of graffiti, any stored unregistered motor vehicles, machinery (or parts thereof), scrap metal, second hand timber and or building materials, waste paper, rags, bottles, soil or similar materials.

For the purposes of this definition, 'unfit for occupation' means:

- In respect of a building:
 - that it is unsuitable for uses permitted on the land under the Port Phillip Planning Scheme by reason of its condition; or
 - that it is otherwise unsafe or unsuitable for use as a place of business or habitation; and
- In respect of land:
 - that it is not regularly maintained to remove excess vegetation, weeds or undergrowth; and/or
 - that has graffiti, excessive unremoved waste, or illegal dumping.

Objective:

- To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including, but not limited to:
 - the construction and maintenance of infrastructure assets
 - the development and provision of health, environment, conservation, and community services
 - the provision of strategic, statutory and general support services
 - the promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.
- To achieve the best outcomes for the community by:
 - encouraging the utilisation of land within the municipality
 - minimising the impact of derelict buildings on neighbourhood amenity (for example, dumped rubbish, anti-social behaviour)
 - disincentivising 'land banking' and encouraging development to create a vibrant and liveable City.

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

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

Geographic location: Wherever located within the municipal district.

Use of land: Any use permitted under the Port Phillip Planning Scheme.

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

Types of buildings: For the purposes of classifying derelict land, the types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2024/25 financial year.

Unactivated retail land

Definitions and characteristics: Unactivated retail land is any land, that is not residential land, derelict land or vacant land, on which a building is erected which:

- is designed or adapted for retail business occupation
- has not been open for trade for a period greater than 30 days in the 24 months prior to the date of declaration of rates for the 2024/25 financial year
- no building permit for development of the building has been issued under the *Building Act 1993* in the 12 months prior to the date of declaration of rates for the 2024/2025 financial year.

Objective:

1. To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including but not limited to the:
 - construction and maintenance of infrastructure assets
 - development and provision of health, environment, conservation, and community services
 - provision of strategic, statutory and general support services
 - promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.
2. To achieve the best outcomes for the community by:
 - creating vibrant and activated retail and business precincts

- improving municipal streetscapes creating a vibrant and liveable City
- minimising retail and business spaces being left vacant and impacting on the activation of retail and business streetscapes
- preventing of foregone community and economic development resulting from underutilisation of land.

Type and class: The types and classes of rateable land within this differential rate are those that have the relevant characteristics described above.

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

Geographic location: Wherever located within the municipal district.

Use of land: Any use permitted under the Port Phillip Planning Scheme.

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

Types of buildings: For the purposes of classifying unactivated retail land, the types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2024/25 financial year.

Vacant land

Definitions and characteristics: Vacant land is any land:

- which is not commercial land, industrial land, derelict land or unactivated retail land
- on which there is no building that is lawfully occupied or lawfully adapted for occupation for the period of 24 months prior to the declaration of rates for the 2024/25 financial year.

For the purposes of this definition:

- land will no longer be considered vacant land in the financial year after approval at frame stage has been provided in accordance with Building Permit issued for the development of the site (under the Building Act 1993) provided that the building permit has not expired.

Objective:

1. To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including but not limited to:
 - the construction and maintenance of infrastructure assets
 - the development and provision of health, environment, conservation, and community services
 - the provision of strategic, statutory and general support services
 - the promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.
2. To achieve the best outcomes for the community by:

- encouraging of the timely development and maintenance of land within the municipality
- encouraging development to ensure maximum availability of housing and infrastructure
- disincentivising 'land banking' and encourage development to create a vibrant and liveable City.

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

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

Geographic location: Wherever located within the municipal district.

Use of land: Any use permitted under the Port Phillip Planning Scheme.

Planning scheme zoning: For the purpose of classifying vacant land, the zoning applicable to a parcel of rateable land is determined by consulting maps referred to in the Port Phillip Planning Scheme.

Types of buildings: For the purposes of classifying vacant land, this differential rate relates to land on which, at the date of declaration for the 2024/25 financial year, there is no building that is lawfully occupied or adapted for permanent occupation.

Fees and charges

Ensuring we recover costs through fair and appropriate user charges.

In most cases, our fees and charges for 2024/25 are proposed to increase by 3.65 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:

- **South Melbourne Market parking fees** – fee increases occur every second year (with no increase in the prior year).
- **Foreshore area paid parking** – fees increasing by 5.7 per cent following benchmarking across similar and neighbouring Councils.
- **Animal reclaim fees** – increasing above CPI due to increasing cost of pound management services.
- **Long day care fees** – increase by 6.8 per cent to \$157 to reflect rising service costs,

supported by industry benchmarking and addressing National Competition Policy requirements. Noting that this is the total fee before any subsidies are applied (including free kinder and Commonwealth subsidies)

- **Community rental fees to increase** – from \$102 (if demanded) to \$460 (if demanded) to align fees with Department of Energy, Environment and Climate Action (DEECA).

Some fees were kept to 2023/24 levels or reduced to incentivise greater community usage. These include:

- **Station Pier / Waterfront Place** – to include 2 to 3 hours of free parking Monday to Thursday on winter months (1 April to 30 September).
- **Acland Street Precinct paid parking** – previously this area formed part of the foreshore precinct and is now separated out with different parking rates.
- **Footpath trading fees** – increases based on footpath trading fee policy however all increases capped at maximum increase of CPI plus 0.25 per cent and

the addition of a new fee for outdoor cooking stations.

There are some new fees and new pricing structures in 2024/25 to help manage demand and prevent cross-subsidisation of services by ratepayers:

- **Extension of time** – there's a new statutory planning fee tiered structure based on development type.
- **Sports and recreation** – establishment of new fees to separate out commercial use opposed to schools and community groups and to align fees with Department of Energy, Environment and Climate Action (DEECA) benchmarking.
- **Resource recovery fees** – mattress fee included for first and subsequent mattresses taken to the Resource Recovery Centre.

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 2024/25 are as follows:

Inclusive Port Phillip

Table 62: Schedule of fees and charges 2024/25 – Inclusive Port Phillip.

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Ageing and accessibility				
Social connection programs - group	Non statutory	Per hour	Not applicable	\$3.60
Delivered meal service - high	Non statutory	Per meal	\$22.60	\$23.40
Delivered meal service - medium	Non statutory	Per meal	\$10.20	\$10.60
Delivered meal service - base	Non statutory	Per meal	\$10.20	\$10.60
Children				
Long day care:				
Infrastructure levy per place per day - community managed centres	Non statutory	Per place per day	\$5.35	\$5.53
Maintenance levy per place per day - community managed centres	Non statutory	Per place per day	\$5.73	\$5.92
Long day care daily fee	Non statutory	Per place per day	\$147	\$157
Direct debit and credit decline fee	Non statutory	Per decline	\$10.80	\$11.20
Community programs and facilities				
Community groups type 1 based within City of Port Phillip	Non statutory	Per hour	\$14	\$14.50
Community groups type 2 operate from outside City of Port Phillip	Non statutory	Per hour	\$21	\$22
Private hire	Non statutory	Per hour	\$68	\$71
Semi-commercial hirers	Non statutory	Per hour	\$48	\$49
Security bond - meeting room booking only	Non statutory	Bond	\$100	\$100
Security bond - specific	Non statutory	Bond	\$500	\$500
Security bond - standard	Non statutory	Bond	\$100	\$100
Community programs:				
Attendance at parent information sessions	Non statutory	Per session	\$0	\$0
Port Phillip community group hire of basketball court, per hour - South Melbourne Primary School	Non statutory	Per hour	\$14	\$30
South Melbourne Primary School indoor and outdoor court - Commercial hire of basketball court	Non statutory	Per hour	\$48	\$70
Community transport bus hire:				
Cleaning charge on hire buses – cost recovery	Non statutory	Per hire	\$61	\$63
Families and young people				
Hire fees for St Kilda Adventure Playground:				
Party hire: non-resident	Non statutory	Per hire	\$218	\$225
Party hire: non-resident concession	Non statutory	Per hire	\$114.10	\$118
Party hire: program member	Non statutory	Per hire	\$26	\$27
Party hire: resident	Non statutory	Per hire	\$130	\$135

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Party hire: resident concession	Non statutory	Per hire	\$52	\$54
Recreation				
Commercial recreation activities – new licences and permits				
Chess set hire (St Kilda Botanical Gardens) – community	Non statutory	Per day	Not Applicable	\$0
Chess set hire (St Kilda Botanical Gardens) – events	Non statutory	Per day	Not Applicable	\$50
Chess set bond (St Kilda Botanical Gardens)	Non statutory	Bond	Not Applicable	\$50
Commercial recreation providers – all activities: participant fee adult	Statutory	Per participant	\$2.40	\$2.40
Commercial recreation providers – all activities: participant fee child	Statutory	Per participant	\$1.60	\$1.60
Commercial recreation providers – beach activities: annual licence fee	Non statutory	Per licence	\$340	\$700
Commercial recreation providers – land based activities: annual licence fee	Non statutory	Per licence	\$340	\$700
Commercial recreation providers – kite boarding: annual licence fee	Non statutory	Per licence	\$2,260	\$2,500
Commercial recreation providers – launch of craft only: annual licence fee	Non statutory	Per licence	\$644	\$700
Personal training (one to five participants): annual licence fee	Non statutory	Per licence	\$331	\$450
Personal training (five to 15 participants): annual licence fee	Non statutory	Per licence	Not Applicable	\$700
Commercial recreation providers – skydiving: annual licence fee	Non statutory	Per licence	\$193,000	\$206,000
Commercial recreation providers – onsite trailer parking	Non statutory	Per licence	Not Applicable	\$1,000
Not-for-profit sporting providers – beach based activities	Non statutory	Per licence	\$331	\$360
Public liability insurance	Non statutory	Per application	\$32	\$33
Sports ground and facilities bookings				
West Beach volleyball nets – community group hire	Non statutory	Per hire	Not Applicable	\$22
West Beach volleyball nets – commercial group hire	Non statutory	Per hire	Not Applicable	\$65
Refundable security deposit – pavilion hire, casual use	Non statutory	Bond	\$540	\$550
Refundable security deposit – pavilion hire, sports club use	Non statutory	Bond	\$540	\$550
Pavilion hire – community and school groups (all pavilions)	Non statutory	Per hire	\$110	\$114
Pavilion hire – commercial hire (JL Murphy, Peanut Farm, Lagoon Reserve, North Port Oval and Elwood Pavilion)	Non statutory	Per hire	\$412	\$427
Pavilion (other) hire casual (corporate groups)	Non statutory	Per hire	\$205	\$212
North Port Oval casual hire – community	Non statutory	Per hire	\$569	\$590

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
North Port Oval casual hire - commercial or event hire	Non statutory	Per hire	\$569	\$1,000
Sports ground casual booking - City of Port Phillip schools	Non statutory	Per term	\$68	\$156
Sports ground casual booking - Non-City of Port Phillip schools	Non statutory	Per term	\$68	\$300
Sports ground casual booking (excluding North Port Oval) - community hire	Non statutory	Per day	\$150	\$156
Sports ground casual booking (excluding North Port Oval) - commercial hire	Non statutory	Per day	\$222	\$444
Outdoor netball / basketball court casual booking - community hire	Non statutory	Per hour	Not Applicable	\$20
Outdoor netball / basketball court casual booking - commercial hire	Non statutory	Per hour	Not Applicable	\$52
Sports club pre-season fee (January to March) booking	Non statutory	Per booking	Not Applicable	\$300
Pavilion cleaning fee	Non statutory	Upon request	Not Applicable	Up to \$1,000

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

Liveable Port Phillip

Table 63: Schedule of fees and charges 2024/25 – Liveable Port Phillip.

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
City Planning and Urban design				
Strategic planning amendments				
Stage one				
a) Considering a request to amend a planning scheme. b) Taking action required by Division 1 of Part 3 of The Act. c) Considering any submissions which do not seek a change to the amendment. d) If applicable, abandoning the amendment. (206 fee units)	Statutory	Per application	\$3,275.70	\$3,364.00
Stage two				
a. Considering: (i). up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; Fee: \$16,672.90 (1021 fee units); or (ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; Fee: \$33,313.20 (2040 fee units); or (iii) submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; Fee: \$44,531.90 (2727 fee units). b. Helping a panel in accordance with section 158 of The Act. c. Making a submission to a panel appointed under Part 8 of The Act at a hearing referred to in Section 24(b) of The Act. d. Considering the panel's report in accordance with Section 27 of The Act. e. After considering submissions and the panel's report, abandoning the amendment.	Statutory	Per application	\$33,196.40	Various
Stage three				
a. Adopting the amendment or part of the amendment in accordance with Section 29 of The Act. b. Submitting the amendment for approval by the minister in accordance with Section 31 of The Act. c. Giving the notice of the approval of the amendment required by Section 36(2) of The Act. Fee: \$516.80 (32.5 fee units), if the minister is not the planning authority or nil fee if the minister is the planning authority.	Statutory	Per application	\$516.78	\$530.70

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Stage four For: a. consideration by the minister of a request to approve the amendment in accordance with section 35 of The Act b. giving notice of approval of the amendment in accordance with section 36(1) of The Act. Fee: \$516.80 (32.5 fee units), if the minister is not the planning authority or nil fee if the minister is the planning authority.	Statutory	Per application	\$516.78	\$530.70
Development approvals and compliance				
Works zone permits				
Works zone – application fee	Non statutory	Per application	\$119	\$125
Works zone signage replacement if damaged, lost or stolen.	Non statutory	Per application	\$446	\$470
Works zone permit fee per bay, per month – allows parking in front of construction site for workers' private vehicles. A min of three months will be charged at initial set up.	Non statutory	Per application	\$372	\$396
Advertising signs				
Advertising signs (real estate agents) application fee. Application fee to place sign on footpath during open for inspection and auctions.	Non statutory	Per application	\$119	\$125
Advertising signs (real estate agents) permit fee. Annual permit fee to place sign on footpath during open for inspection and auctions.	Non statutory	Per application	\$773	\$801
Waste and bins				
Commercial waste bins application fee to apply for permit to store waste bins for commercial premises on council land. For example, for commercial bins used by a café and not skip bins.	Non statutory	Per application	\$118	\$125
Commercial waste bins permit fee to store waste bins for commercial premises on Council land. For example, for commercial bins used by a café and not skip bins.	Non statutory	Per application	\$118	\$125
Skip bin permit – application fee to apply for a permit to store a refuse and skip bin on Council land.	Non statutory	Per application	\$31	\$35
Skip bin permit – per day for permit to store a refuse and skip bin on Council land.	Non statutory	Per application	\$21.50	\$30
Trading and out-of-hours permits				
Non-motorised trading permit fee (including pedicabs and horse-drawn carts).	Non statutory	Per application	\$2,640	\$2,735
Out of hours permit – application fee for development work undertaken outside approved hours under the Local Law: 7 am to 6 pm Monday to Friday, 9 am to 3 pm Saturday. No works on Sunday or public holidays.	Non statutory	Per application	\$118	\$125
Out of hours permit – permit fee per day for development work undertaken outside approved hours under the Local Law: 7 am to 6 pm Monday to Friday, 9 am to 3 pm Saturday. No works on Sunday or public holidays.	Non statutory	Per application	\$118	\$125
Vehicle crossing				

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Vehicle crossing permanent - application fee for permit to construct or repair a private driveway to Council specifications.	Non statutory	Per application	\$275	\$290
Vehicle crossing permanent - permit fee to construct or repair a private driveway to council specifications. Paid once assessment of application determines that a permit is okay to be issued.	Non statutory	Per application	\$192	\$205
Vehicle crossing temporary - application fee for permit to construct or repair a private driveway to Council specifications.	Non statutory	Per application	\$172	\$185
Minimum bond for vehicle crossings and road opening permits.	Non statutory	Per application	\$1,600	\$1,600
Street occupation				
Street occupation fee without gantry per square metre per day.	Non statutory	Per application	\$2.70	\$3
Street occupation permit fee with gantry per square metre per day.	Non statutory	Per application	\$1.70	\$2
Street occupation permits - application fee to apply for a permit to occupy Council land for works or storage of associated building materials.	Non statutory	Per application	\$118	\$125
Street occupation permits - permit fee to occupy Council land for works or storage of associated building materials.	Non statutory	Per application	\$142	\$150
Road closure permits				
Road closure permit - application fee for permit to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval.	Non statutory	Per application	\$118	\$125
Road closure permit - fee per day with road opening to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval.	Non statutory	Per application	\$148	\$150
Road closure permit - fee per day for other closures.	Non statutory	Per application	\$247	\$250
Road closure permit - if metered and restricted parking. Per bay, per day.	Non statutory	Per application	\$22	\$22.80
Asset protection				
Asset protection application and inspection fee for re-blocking or underpinning.	Non statutory	Per application	\$250	\$260
Asset protection application and inspection fee for demolition only, which does not include any building works.	Non statutory	Per application	\$260	\$290
Asset protection application and inspection fee for building works valued between \$5,000 and \$20,000.	Non statutory	Per application	\$364	\$380
Asset protection application and inspection fee for buildings works over \$20,000.	Non statutory	Per application	\$364	\$680
Asset protection application and inspection fee for single dwelling construction.	Non statutory	Per application	\$908	\$950
Asset protection application and inspection fee for unit development - up to four units.	Non statutory	Per application	\$1,090	\$1,130
Asset protection application and inspection fee for unit development - more than four units up to eight units.	Non statutory	Per application	\$2,412	\$2,500
Asset protection application and inspection fee for multi-storey development more than two and up to five storeys.	Non statutory	Per application	\$2,412	\$2,500

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Asset protection application and inspection fee for multi-storey development more than five storeys.	Non statutory	Per application	\$3,632	\$3,645
Tree removal				
Significant tree – application fee to remove	Non statutory	Per application	\$194	\$280
Significant tree – pruning	Non statutory	Per application	\$144	\$165
Building control fees				
Advertising – report and consent.	Non statutory	Per property	\$75	\$80
Application fee to retain works constructed without a building permit – minimum fee. Plus, additional fee to be in line with standard building permit fees.	Non statutory	Per application	\$680	\$750
Building audit and inspection fee.	Non statutory	Per application / inspection	\$200	\$220
Building report and consent – extension of time	Non statutory	Per application	\$155	\$165
Adjoining owner’s details – protection notices	Non statutory	Per application	\$91	\$95
Stormwater discharge point	Statutory	Per application	\$155.30	\$159.50
Property enquiry				
Property enquiry – R51(3) – to obtain inspecting approval dates ordinarily sought by an owner or mortgagee.	Statutory	Per application	\$50.70	\$52.10
Property enquiry R51(1) – to obtain property information relating to building permits and notices and orders outstanding ordinarily sought by solicitors.	Statutory	Per application	\$50.70	\$52.10
Property enquiry R51(1) – plus \$40 fast track fee – (as above) additional fee for fast turnaround.	Non statutory	Per application	\$90.70	\$92.10
Property enquiry, flood level, termites certificate R51(2) – to obtain property information relating to flooding.	Statutory	Per application	\$50.70	\$52.10
Property enquiry, flood level, termites certificate R51(2) – plus \$40 fast track fee – (as above) additional fee for fast turnaround.	Non statutory	Per application	\$90.70	\$92.10
Lodgement fee from private building surveyors.	Statutory	Per application	\$130.90	\$134.40
Report and consent fee – rescode – associated with siting non-compliance in relation to building permits.	Statutory	Per clause applied for	\$311.80	\$320.20
Report and consent fee – hoarding – associated with precautions over the street alignment in relation to permits (for example, hoarding, scaffold.).	Statutory	Per clause applied for	\$311.80	\$320.20
Report only – rescode and hoarding – associated with precautions over the street alignment in relation to permits.	Non Statutory	Per clause applied for	\$623.60	\$640.40
Place of public entertainment				
POPE – Place of Public Entertainment – small (up to 2000 people).	Non statutory	Per application	\$890	\$925
POPE – Place of Public Entertainment – medium (2001- 5000 people).	Non statutory	Per application	\$1,570	\$1,630

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
POPE – Place of Public Entertainment – large (5001 plus people).	Non statutory	Per application	\$2,450	\$2,550
POPE – Place of Public Entertainment – small (up to 2000 people). Applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application	\$445	\$465
POPE – Place of Public Entertainment – medium (2001- 5000 people). Applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application	\$815	\$850
POPE – Place of Public Entertainment – large (5001 plus people). Applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application	\$1,225	\$1,275
Siting approval				
Siting approval – one temporary structure.	Non statutory	Per application	\$410	\$425
Siting approval – between two and five temporary structures.	Non statutory	Per application	\$620	\$675
Siting approval – greater than five temporary structures.	Non statutory	Per application	\$1,170	\$1,215
Siting approval – one temporary structure – applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application plus 50% surcharge	\$205	\$215
Siting approval – between two and five temporary structures – applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application plus 50% surcharge	\$322	\$340
Siting approval – greater than five temporary structures – applications lodged within 10 days of an event 50 per cent surcharge fee.	Non statutory	Per application plus 50% surcharge	\$585	\$615
Fire safety determination				
Fire safety determination – small building – associated with inspection of smaller buildings to provide assessment of fire safety.	Non statutory	Per application	\$650	\$700
Fire safety determination – medium building – associated with inspection of medium buildings to provide assessment of fire safety.	Non statutory	Per application	\$1,950	\$2,100
Fire safety determination – large building – associated with inspection of large buildings to provide assessment of fire safety.	Non statutory	Per application	\$3,250	\$3,400
Building – partial compliance dispensation – fire engineering determination – FRV reg 129 – BAB determination – protection works determination (Form 9) – combined allotment determination – building enforcement (BN/BO).	Non statutory	Per application	\$500	\$600
Building permits				
Alterations and additions to a dwelling < \$100,000.	Non statutory	Per application	\$1,585	\$1,650
Alterations and additions to a dwelling > \$300,000.	Non statutory	Per application	\$2,645	\$2,750
Alterations and additions to a dwelling \$100,000–\$200,000.	Non statutory	Per application	\$1,850	\$1,920
Alterations and additions to a dwelling \$200,000–\$300,000.	Non statutory	Per application	\$2,210	\$2,300

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Amendment to building permits issued.	Non statutory	Per application	\$620	\$650
Carports and garages <\$20,000.	Non statutory	Per application	\$1,100	\$1,150
Carports and garages >\$20,000.	Non statutory	Per application	\$1,325	\$1,375
Demolish attached dwelling.	Non statutory	Per application	\$1,590	\$1,650
Demolish detached dwelling.	Non statutory	Per application	\$1,320	\$1,370
Demolish outbuildings.	Non statutory	Per application	\$795	\$825
Extension of time – Class 1 or 10.	Non statutory	Per application	\$370	\$385
Extension of time – Class 2 to 9.	Non statutory	Per application	\$530	\$550
Fences	Non statutory	Per application	\$795	\$825
Internal alterations to Class 2 apartments.	Non statutory	Per application	\$1,325	\$1,375
Lapsed permit renewal (Class 1 or 10).	Non statutory	Per application	\$740	\$775
Lapsed permit renewal (Class 2 to 9) minimum fee.	Non statutory	Per application	\$920	\$960
Multiple dwellings (two).	Non statutory	Per application	\$5,290	\$5,500
Multiple dwellings (three).	Non statutory	Per application	\$6,170	\$6,400
Multiple dwellings (four).	Non statutory	Per application	\$7,050	\$7,325
New dwellings \$250,000–\$500,000.	Non statutory	Per application	\$3,350	\$3,500
New dwellings >\$500,001.	Non statutory	Per application	\$3,890	\$4,100
Shop fit outs <\$100,000.	Non statutory	Per application	\$1,415	\$1,475
Shop fit outs \$100,000–\$200,000.	Non statutory	Per application	\$1,675.60	\$1,750
Shop fit outs >\$200,000.	Non statutory	Per application	\$1,950	\$2,100
Swimming pool administration and enforcement fees				
Swimming pool registration and search fee.	Statutory	Per application	\$34.20	\$35.10
Lodgement fee – certificate of pool compliance.	Statutory	Per application	\$21.90	\$22.50
Lodgement fee – certificate of pool non-compliance.	Statutory	Per application	\$413.40	\$424.60
Penalty infringement fee.	Statutory	Per penalty unit	\$192.30	\$198.85
Swimming pools (includes barrier to AS 1926)	Statutory	Per application	\$2041	\$2200
Class 2,3,4,5,6,7 and 9 alterations, additional and new buildings				
Up to \$40,000.	Non statutory	Per application	\$940	\$1000
\$40,000 to \$100,000 dollar value x (1.749%).	Non statutory	Per application	Dollar value x (1.749 %)	\$1,000 plus 1.5% cost of works
\$100,001 to \$500,000 dollar value x (1.523%).	Non statutory	Per application	Dollar value x (1.523 %)	\$1,500 plus 0.8% of cost of works
\$500,001 to \$2 million dollar value x (0.617%).	Non statutory	Per application	Dollar value x (0.617 %)	\$5,000 plus 0.4% of cost of works

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
> \$2 million to \$10 million dollar value x (0.3284%).	Non statutory	Per application	Dollar value x (0.328 %)	\$10,000 plus 0.2% off cost of works
> \$10 million to \$20 million dollar value x (0.219%).	Non statutory	Per application	Dollar value x (0.219 %)	\$12,000 plus 0.18% of cost of works
> \$20 million to \$30 million dollar value x (0.215%).	Non statutory	Per application	Dollar value x (0.215 %)	\$15,000 plus 0.16% of cost of works
> \$30 million to \$40 million dollar value x (0.1965%).	Non statutory	Per application	Dollar value x (0.196 %)	\$20,000 plus 0.14% of cost of works
> \$40 million to \$50 million dollar value x (0.1919%).	Non statutory	Per application	Dollar value x (0.1919 %)	\$25,000 plus 0.13% of cost of works
> \$50 million dollar value x (0.1872%).	Non statutory	Per application	Dollar value x (0.1872%)	\$25,000 plus 0.13% of cost of works
Statutory planning and planning support				
Install solar panels for residents and industry.	Non statutory	Per application	NA	NA
Fees for applications for permits under Section 47 of the <i>Planning and Environment Act 1987</i> (regulation 9)				
Class 1 -use only	Statutory	Per application.	\$1,415.10	\$1,453.40
Single dwelling use of development if the cost of development is:				
Class 2 - up to \$10,000.	Statutory	Per application	\$214.70	\$220.50
Class 3 - more than \$10,001 less than \$100,000.	Statutory	Per application	\$675.80	\$694.10
Class 4 - more than \$100,001 less than \$500,000.	Statutory	Per application	\$1,383.30	\$1,420.65
Class 5 - more than \$500,001 to \$1,000,000.	Statutory	Per application	\$1,494.60	\$1,534.95
Class 6 - more than \$1,000,001 less than \$2,000,000.	Statutory	Per application	\$1,605.90	\$1,649.25
VicSmart application				
Class 7 - VicSmart application if the estimated cost of development is \$10,000 or less.	Statutory	Per application	\$214.70	\$220.50
Class 8 - VicSmart application if the estimated cost of development is more than \$10,000.	Statutory	Per application	\$461.10	\$473.55
Class 9 - VicSmart application to subdivide or consolidate land.	Statutory	Per application	\$214.70	\$220.50
Class 10 - VicSmart application (other than a class 7, 8 or 9 permit).	Statutory	Per application	\$214.70	\$220.50
Other development if the cost of development is:				

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Class 11 – less than \$100,000. Other than a Class 2, Class 3, Class 7 or Class 8 or a permit to subdivide or consolidate land.	Statutory	Per application	\$1,232.25	\$1,265.50
Class 12 – more than \$100,000 but not more than \$1,000,000.	Statutory	Per application	\$1,661.70	\$1,706.60
Class 13 – more than \$1,000,000 but not more than \$5,000,000.	Statutory	Per application	\$3,664.95	\$3,891.90
Class 14 – more than \$5,000,000 but not more than \$15,000,000.	Statutory	Per application	\$9,342.20	\$9,594.45
Class 15 – more than \$15,000,000 but not more than \$50,000,000.	Statutory	Per application	\$27,549.50	\$28,307.10
Class 16 – more than \$50,000,000.	Statutory	Per application	\$61,920.90	\$63,592.80
Subdivision – fees for applications to amend permits under Section 72 of the <i>Planning and Environment Act 1987</i>				
Class 17 – subdivide an existing building, other than a Class 9 permit.	Statutory	Per application	\$1,415.10	\$1,453.40
Class 18 – two lot subdivision, other than a Class 9 or Class 17 permit.	Statutory	Per application	\$1,415.10	\$1,453.40
Class 19 – To effect a realignment of a common boundary between lots or consolidate two or more lots (other than a class 9 permit).	Statutory	Per application	\$1,415.10	\$1,453.40
Class 20 – subdivide land (other than a Class 9, Class 17, Class 18, or Class 19 permit).	Statutory	Per application	\$1,415.10	\$1,453.40
Class 21 – to create, vary or remove a restriction within the meaning of the <i>Subdivision Act 1988</i> , or create or remove a right of way; or create, vary or remove an easement other than a right of way; or vary or remove a condition in the nature of an easement (other than right of way) in a crown grant.	Statutory	Per application	\$1,415.10	\$1,453.40
Class 22 – a permit not otherwise provided for in the regulation	Statutory	Per application	\$1,415.10	\$1,453.40
Fees for applications to amend permits under Section 72 of the <i>Planning and Environment Act 1987</i> (Regulation 11)				
Class 1 – amendment to a permit to change the use of land allowed by the permit or allow a new use of land.	Statutory	Per application	\$1,415.10	\$1,453.40
Class 2 – amendment to a permit to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	Statutory	Per application	\$1,415.10	\$1,453.40
Single dwelling use or development if the cost of the additional development is:				
Class 3 – \$10,000 or less.	Statutory	Per application	\$214.70	\$220.50
Class 4 – more than \$10,000 but not more than \$100,000.	Statutory	Per application	\$675.80	\$694.10
Class 5 – more than \$100,000 but not more than \$500,000.	Statutory	Per application	\$1,383.30	\$1,468.90
Class 6 – more than \$500,000.	Statutory	Per application	\$1,494.60	\$1,534.95
VicSmart applications				
Class 7 – amendment to a Class 7 permit – if the cost of any additional development is \$10,000 or less.	Statutory	Per application	\$214.70	\$220.50
Class 8 – amendment to a Class 8 permit – if the cost of any additional development is more than \$10,000.	Statutory	Per application	\$461.10	\$473.60
Class 9 – amendment to a Class 9 permit – subdivide or consolidate land.	Statutory	Per application	\$214.70	\$220.50

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Class 10 – amendment to a Class 10 permit (a VicSmart application other than a Class 7, 8 or 9 permit).	Statutory	Per application	\$214.70	\$220.50
Other development if the cost of the additional development is:				
Class 11 – \$100,000 or less.	Statutory	Per application	\$1,232.30	\$1,265.60
Class 12 – more than \$100,000 but not more than \$1,000,000.	Statutory	Per application	\$1,661.70	\$1,706.60
Class 13 – more than \$1,000,000.	Statutory	Per application	\$3,665	\$3,763.95
Subdivision				
Class 14 – amendment to a permit – to subdivide an existing building (other than a Class 9 permit).	Statutory	Per application	\$1,415.10	\$1,453.40
Class 15 – amendment to a permit – to subdivide land into two lots (other than a Class 9 or 17 permit).	Statutory	Per application	\$1,415.10	\$1,453.40
Class 16 – amendment to a permit – to effect a realignment of a common boundary between lots or to consolidate two or more lots (other than a Class 9 permit).	Statutory	Per application	\$1,415.10	\$1,453.40
Class 17 – amendment to a permit – to subdivide land (other than a Class 9, 17, 18 or 19 permit).	Statutory	Per application	\$1,415.10 per 100 lots created	\$1,453.40 per 100 lots created
Class 18 – amendment to a permit to create, vary or remove a restriction within the meaning of the <i>Subdivision Act 1988</i> ; or create or remove a right of way; or create, vary or remove an easement other than a right of way; or vary or remove a condition in the nature of an easement (other than right of way) in a crown grant.	Statutory	Per application	\$1,415.10	\$1,453.40
Class 19 – amendment to a permit not otherwise provided for in the regulation.	Statutory	Per application	\$1,415.10	\$1,453.40
Other statutory planning fees				
For an agreement, or to amend or end an agreement, under Section 173 of The Act.	Statutory	Per application	\$707.60	\$726.70
Where the planning scheme specifies that a matter must be done to the satisfaction of the responsible authority, including car parking consent.	Statutory	Per application	\$349.80	\$359.25
Regulation 12 – amend an application for a permit or an application to amend a permit (a) Under section 57A(3)(a) of The Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at Regulation 9.	Statutory	Per application	40 % of application Fee	40 % of application Fee
Regulation 12 – amend an application for a permit or an application to amend a permit (b) Under section 57A(3)(a) of The Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at Regulation 11 and any additional fee under c) below.	Statutory	Per application	40 % of application fee + (c)	40 % of application fee + (c)
S57A – if amending the application changes the class of application: (c) to a new class having a higher application fee set out in the Table to Regulation 9. An additional fee applies being the difference between the original fee and the amended class fee.	Statutory	Per application	Difference between original fee and new class dollar amount	Difference between original fee and new class

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
				dollar amount
Regulation 12 – amend an application for a permit or an application to amend a permit (c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to Regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit.	Statutory	Per application	Difference between original fee and new class dollar amount	Difference between original fee and new class dollar amount
Regulation 15 – for a certificate of compliance.	Statutory	Per application	\$349.80	\$359.92
Regulation 16 – for an agreement to a proposal to amend or end an agreement under Section 173 of The Act.	Statutory	Per application	\$707.60	\$726.70
Regulation 18 – where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority, or municipal council.	Statutory	Per application	\$349.80	\$359.25
Subdivision fees (under the <i>Subdivision Act 1988</i>)				
Regulation 6 – for certification of a plan of subdivision.	Statutory	Per application	\$187.60	\$199.20
Regulation 7 – alteration of a plan under S10(2) of The Act.	Statutory	Per application	\$119.30	\$122.50
Regulation 8 – amendment of certified plan under Section 11(1) of The Act.	Statutory	Per application	\$151.10	\$155.20
Class- statutory planning fees – amendments to permits Section 72, Regulation 11.				
Class 1 – amendments to a permit to change the use allowed by the permit or allow a new use.	Statutory	Per application	\$1,415.10	\$1,453.40
Class 2 – amendments to a permit to change the statement (preamble) of what the permit or to change any or all of the conditions which apply to the permit. Other than a permit for a single dwelling per lot; or to use and develop a single dwelling per lot; or to undertake development ancillary to a single dwelling per lot.	Statutory	Per application	\$1,415.10	\$1,453.40
Single dwelling up to \$2,000,000 – amendment to a permit for a single dwelling per lot or use and develop a single dwelling per lot and undertake development ancillary to a single dwelling per lot. Other than a Class 8 permit or a permit to subdivide or consolidate land.				
Class 3 – up to \$10,000.	Statutory	Per application	\$214.70	\$220.50
Class 4 – \$10,001 to \$100,000.	Statutory	Per application	\$675.80	\$694
Class 5 – \$100,001 to \$500,000.	Statutory	Per application	\$1,383.30	\$1,420.65
Class 6 – \$500,001 or more.	Statutory	Per application	\$1,494.60	\$1,534.95
VicSmart applications				
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is a Class 7 permit- up to \$10,000.	Statutory	Per application	\$214.70	\$220.50
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is a Class 8 permit- \$10,001 or more.	Statutory	Per application	\$461.10	\$473.55
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the	Statutory	Per application	\$214.70	\$220.50

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
additional development is a Class 9 permit- to subdivide or consolidate land.				
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is a Class 10 permit - other than a Class 7, Class 8, or Class 9 permit.	Statutory	Per application	\$214.70	\$220.50
Development including single dwellings > more than \$2,000,000. Amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 permit if the estimated cost of the additional development to be permitted by the amendment is:				
Class 11 - up to \$100,000.	Statutory	Per application	\$1,232.25	\$1,265.50
Class 12 - \$100,001 to \$1,000,000.	Statutory	Per application	\$1,661.70	\$1,706.60
Class 13 - more than \$1,000,001.	Statutory	Per application	\$3,664.30	\$3,763.25
Subdivision				
Amendments to Class 17 permit: to subdivide an existing building, other than a Class 9 permit.	Statutory	Per application	\$1,415.10	\$1,453.40
Amendments to Class 18 permit: to subdivide land into two lots, other than a Class 9 or Class 16 permit.	Statutory	Per application	\$1,415.10	\$1,453.40
Amendments to Class 19 permit: realignment of a common boundary between lots or consolidate two or more lots, other than a Class 9 permit.	Statutory	Per application	\$1,415.10	\$1,453.40
Amendments to a class 20: subdivide land, other than a Class 9, Class 16, Class 17 or Class 18 permit, per 100 lots.	Statutory	Per application	\$1,415.10	\$1,453.40
Amendment to Class 21 permit: amendment to an application to: a) create, vary or remove a restriction within the meaning of the <i>Subdivision Act 1988</i> ; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement, other than right of way, in a crown grant.	Statutory	Per application	\$1,415.10	\$1,453.40
Amendments to a Class 22 permit: an application for permit not otherwise provided for in the regulations.	Statutory	Per application	\$1,415.10	\$1,453.40
Port Phillip planning and administration fees				
Secondary consent – fee for amending endorsed plans:				
Fees for all requests for secondary consent are the same as fees for applications to amend permits under Section 72 of the <i>Planning and Environment Act 1987</i> .	Non statutory	Per application	Various	Various
Request under Section 29A of the <i>Building Act 1993</i> for report and consent on proposed demolition.	Statutory	Per application	\$91.40	\$93.90
Condition of permit plans (second and subsequent submission).	Statutory	Per application	\$200	\$205.40
Fast track fee - for minor planning application, such as painting of heritage buildings and minor works applications, that are able to be processed without advertising or the need for external referrals.	Non statutory	Per application	\$155.60	\$161.30
Car parking consent - for determining satisfactory car parking where no planning permit is	Non statutory	Per application	\$155.60	\$160.90

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
required.				
Advertising – board per advertising sign when planning permit applications are required to be advertised.	Non statutory	Per application	\$95	\$98.50
Advertising Letters – per letter when planning permit applications are required to be advertised.	Non statutory	Per application	\$12	\$12.40
Planning confirmation – for response to requests for planning information.	Non statutory	Per application	\$210	\$217.70
Pre-application meetings fee.	Non statutory	Per application	\$320	\$331.70
Extension of time (new tiered pricing structure in 2024/25)				
Vic Smart Applications	Non statutory	Per application	NA	\$150
Subdivision	Non statutory	Per application	NA	\$600
Single dwelling (Clause 54) or dual occupancy commercial tenancies.	Non statutory	Per application	NA	\$750
Multiple residential up to four storeys (Clause 55) small commercial up to four storeys.	Non statutory	Per application	NA	\$1,500
Multiple residential five storeys and above (Clause 58) large commercial five storeys and above.	Non statutory	Per application	NA	\$4,500
Major projects eligible for the facilitation pathways of Clause 53.22 and 53.23.	Non statutory	Per application	NA	\$13,500
Planning support				
File search – building certificates.	Non statutory	Per application	\$62	\$64.30
File search – building – residential dwellings.	Non statutory	Per application	\$105	\$108.80
File search – building – apartments or commercial.	Non statutory	Per application	\$375	\$388.70
File search – planning – commercial lodged from 2010 onwards.	Non statutory	Per application	\$120	\$124.40
File search – planning – commercial lodged prior 2010.	Non statutory	Per application	\$375	\$388.70
File search – planning –residential lodged from 2010 onwards.	Non statutory	Per application	\$67	\$69.40
File search – planning –residential lodged prior to 2010.	Non statutory	Per application	\$125	\$129.60
Scanning and photocopying fee – per sheet or page				
Scanning and photocopying A4.	Non statutory	per page	\$2.20	\$2.30
Scanning and photocopying A3.	Non statutory	per page	\$3	\$3.10
Scanning and photocopying A2.	Non statutory	per page	\$6	\$6.20
Scanning and photocopying A1 and A0.	Non statutory	per page	\$9.10	\$9.40
Health				
Food Act 1984- new food premises application fees				
Class 1 and 2 - regular premises.	Statutory	Per application	\$268	\$300
Class 3 - regular premises.	Statutory	Per application	\$225	\$235
Class 2 and 3 - home business.	Statutory	Per application	\$225	\$235
Food Act 1984 - initial and annual renewal of registration fees. Initial registration fees decrease on a pro-rata basis by 25 per cent every three months				
Class 1 - childcare - small (one staff member).	Statutory	Per application	\$370	\$382
Class 1 – aged, residential care, delivery meal organisation, manufacturer.	Statutory	Per application	\$677	\$700

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Class 2 - regular premises - small.	Statutory	Per application	\$370	\$382
Class 2 - regular premises - medium.	Statutory	Per application	\$677	\$700
Class 2 - regular premises - large.	Statutory	Per application	\$950	\$985
Class 3 and 3A - regular premises - small.	Statutory	Per application	\$225	\$235
Class 3 - regular premises - medium.	Statutory	Per application	\$370	\$382
Class 3 - regular premises - large.	Statutory	Per application	\$509	\$528
Class 2 - supermarkets - small.	Statutory	Per application	\$677	\$700
Class 2 - supermarkets - medium.	Statutory	Per application	\$950	\$985
Class 2 - supermarkets - large.	Statutory	Per application	\$1,432	\$1,484
New Class 3 - supermarkets - small.	Statutory	Per application	\$370	\$382
New Class 3 - supermarkets - medium.	Statutory	Per application	\$509	\$510
New Class 3 - supermarkets - large.	Statutory	Per application	\$677	\$677
Class 2 - community groups and clubs - small.	Statutory	Per application	\$84	\$87
Class 2 - community groups and clubs - medium.	Statutory	Per application	\$169	\$175
Class 2 - community groups and clubs - large.	Statutory	Per application	\$677	\$700
Class 3 - community groups and clubs - small.	Statutory	Per application	\$72	\$75
Class 3 - community groups and clubs - medium.	Statutory	Per application	\$142	\$147
Class 3 - community groups and clubs - large.	Statutory	Per application	\$370	\$382
Class 1, 2 and 3 - registered charities.	Statutory	Per application	\$0	\$0
Food Act 1984 - initial and annual renewal of registration fees - temporary and mobile premises				
Class 2 - commercial temporary premises - up to three months.	Statutory	Per application	\$125	\$128
Class 2 - commercial temporary premises - three to six months.	Statutory	Per application	\$252	\$262
Class 2 - commercial temporary premises - six to 12 months.	Statutory	Per application	\$504	\$520
Class 3 - commercial temporary premises - up to three months.	Statutory	Per application	\$93	\$96
Class 3 - commercial temporary premises - three to six months.	Statutory	Per application	\$185	\$192
Class 3 - commercial temporary premises - six to 12 months.	Statutory	Per application	\$370	\$382
Class 2 - commercial temporary premises - single day event or up to four consecutive days.	Statutory	Per application	\$84	\$87
Class 3 - commercial temporary premises - single day event or up to four consecutive days.	Statutory	Per application	\$72	\$75
Class 2 - commercial mobile premises - single day event or up to four consecutive days.	Statutory	Per application	\$175	\$182
Class 3 - commercial mobile premises - single day event or up to four consecutive days.	Statutory	Per application	\$93	\$96
Class 2 - community group, sporting clubs and not-for-profit - mobile or temporary premises. Operating occasionally, seasonally or up to 12 months.	Statutory	Per application	\$82	\$85
Class 3 - community group, sporting clubs and not-for-profit mobile or temporary premises. Operating occasionally, seasonally or up to 12 months.	Statutory	Per application	\$72	\$75
Class 2 - mobile or temporary premises associated with a permanent fixed premises.	Statutory	Per application	\$175	\$182

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Class 3 - mobile or temporary premises associated with a permanent fixed premises. Food act pre-sale inspection report and late fees.	Statutory	Per application	\$142	\$147
Class 1 and 3 - pre-sale inspection report.	Statutory	Per application	\$179	\$186
Class 2 - pre-sale inspection report.	Statutory	Per application	\$263	\$276
Class 1 - renewal of registration late fee.	Statutory	Per application	\$84	\$87
Class 2 and 3 - renewal of registration late fee.	Statutory	Per application	\$140	\$150
Public Health and Wellbeing Act 2008 - Personal Care and Body Art (PCBA) premises fees				
Hairdresser and low-risk beauty parlour fees are full amount and are a one-off singular payment with no requirement to renew annually. For skin penetration, colonic irrigation, higher risk beauty parlour and hairdressers with additional beauty treatments, the initial registration fees decrease on a pro-rata basis by 25 per cent every three months.				
PCBA personal care body art application fee.	Statutory	Per application	\$108	\$112
PCBA initial registration fee	Statutory	Per application	\$224	\$232
PCBA renewal of registration late fee.	Statutory	Per application	\$84	\$87
PCBA renewal of registration fee.	Statutory	Per application	\$224	\$232
PCBA transfer of registration fee.	Statutory	Per application	\$140	\$145
PCBA transfer inspection report fee.	Statutory	Per application	\$224	\$232
Public Health & Wellbeing Act 2008 - prescribed accommodation. residential accommodation / rooming house / youth hostel / student dormitory / hotel / motel - initial and annual renewal of registration fees				
Initial registration fees decrease on a pro-rata basis by 25 per cent every three months				
Property with one to 10 residents - initial and renewal of registration fee.	Statutory	Per application	\$290	\$320
Property with 11 to 20 residents - initial and renewal of registration fee.	Statutory	Per application	\$455	\$475
Property with 21 to 40 residents - initial and renewal of registration fee.	Statutory	Per application	\$664	\$644
Property with 41 to 60 residents - initial and renewal of registration fee.	Statutory	Per application	\$1,112	\$1,112
Property with 61 to 80 residents - initial and renewal of registration fee.	Statutory	Per application	\$1,857	\$1,857
Property with 81 plus residents - initial and renewal of registration fee.	Statutory	Per application	\$2,292	\$2,292
Prescribed accommodation application fee				
Property with one to 20 residents - transfer of registration fee.	Statutory	Per application	\$169	\$176
Property with 21 to 60 residents - transfer of registration fee.	Statutory	Per application	\$290	\$300
Property with 61 plus residents - transfer of registration fee.	Statutory	Per application	\$438	\$454
Property with one to 20 residents - transfer inspection report fee.	Statutory	Per application	\$224	\$232
Property with 21 to 60 residents - transfer inspection report fee.	Statutory	Per application	\$335	\$348
Property with 61 plus residents - transfer inspection report fee.	Statutory	Per application	\$448	\$464
Public Health and Wellbeing Act 2008 - aquatic facilities - initial and annual renewal of registration fees				
Initial registration fees decrease on pro-rata basis by 25 per cent every three months				
Public swimming pool (one pool).	Statutory	Per application	\$301	\$306

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Public swimming pool (two to four pools)	Statutory	Per application	\$409	\$415
Public swimming pool (four plus pools)	Statutory	Per application	\$515	\$520
Food act and public health and wellbeing act – infringements				
Statutory penalty unit.	Statutory	Per application	\$192.30	\$197.59
Penalty reminder notice.	Statutory	Per application	\$27.70	28.40
Local laws and animal management				
Local laws				
Local laws reclaim fee - impounded goods, for any goods, materials impounded by Council that are released to the owner such as shopping trolleys.	Non statutory	Per item	\$95.20	\$98.70
Animal management				
Local Law No.1 (<i>Infringements Act 2006</i>) per penalty unit.	Statutory	Per infringement	\$192.30	\$197.59
Local laws - penalty reminder notice.	Statutory	Per infringement	\$27.70	\$28.40
Domestic animal business registration fee.	Statutory	Per registration	\$295.90	\$310
Animal management infringements (<i>Domestic Animal Act 1994</i>)				
<i>Domestic Animal Act 1994</i> Infringements per penalty unit.	Statutory	Per infringement	\$192.30	\$197.59
Animal - penalty reminder notice.	Statutory	Per infringement	\$27.70	\$28.40
Dog				
Permit for multiple dogs per residence (one off payment).	Non Statutory	Per registration	\$70	\$70
Restricted breed dog – includes any declared, menacing, dangerous dogs.	Statutory	Per registration	\$315.90	\$326.60
Minimum fee non-pensioner.	Statutory	Per registration	\$76.90	\$79.50
Maximum fee non-pensioner.	Statutory	Per registration	\$230.60	\$238.40
Minimum fee pensioner.	Statutory	Per registration	\$38.50	\$39.80
Maximum fee pensioner.	Statutory	Per registration	\$115.30	\$119.20
Reclaim impounding fee.	Non statutory	Per registration	\$183.10	\$200
Rebate for assist dogs (on production of required documentation).	Non Statutory	Per registration	\$70	\$70
Cat				
Minimum fee non-pensioner.	Statutory	Per registration	\$43.20	\$44.70
Maximum fee non-pensioner.	Statutory	Per registration	\$129.50	\$133.90
Minimum fee pensioner.	Statutory	Per registration	\$21.60	\$22.30
Maximum fee pensioner.	Statutory	Per registration	\$64.80	\$67
Reclaim impounding fee.	Statutory	Per registration	\$95.20	\$98.40
Bond cat trap (refundable).	Bond	Per trap	\$100	\$100
Cat trap fee per week.	Non statutory	Per registration	\$11.60	\$12
Transport and parking management				

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Car share program.				
Licence fee renewals for car share bays.	Non statutory	Per renewal	\$120	\$120
Car share program - installation of new car share bays.	Non statutory	Per installation	\$1,500	\$1,500
Parking permits				
Resident parking permit.	Non statutory	Per vehicle	\$90	\$92
Resident parking permit - concession card holder	Non statutory	Per vehicle	\$25	\$26
Combined parking permit (resident and foreshore).	Non statutory	Per vehicle	\$142	\$152
Combined parking permit (resident/foreshore) - concession card holder	Non statutory	Per vehicle	\$25	\$26
Visitor parking permit (annual).	Non statutory	Per vehicle	\$126	\$129
Visitor parking permit (annual) - concession card holder.	Non statutory	Per vehicle	\$25	\$26
Foreshore parking permit.	Non statutory	Per vehicle	\$68	\$72
Foreshore Club parking permit.	Non statutory	Per vehicle	\$150	\$160
Foreshore parking permit. - concession card holder.	Non statutory	Per vehicle	\$25	\$26
Foreshore Community Service parking permit.	Non statutory	Per vehicle	\$68	\$72
Community Service parking permit.	Non statutory	Per vehicle	\$25	\$26
Member of Parliament parking permit.	Non statutory	Per vehicle	\$0	\$0
Legacy volunteer parking permit.	Non statutory	Per vehicle	\$25	\$26
Legacy Police Parking Permit	Non statutory	Per vehicle	\$126	\$129
Tradespersons parking permit, per week.	Non statutory	Per vehicle	\$60	\$62
Temporary commercial / filming parking permit per space per day.	Non statutory	Per vehicle	\$65	\$67
Musicians loading permit.	Non statutory	Per vehicle	\$88	\$92
Permit reissue - admin fee.	Non statutory	Per vehicle	\$25	\$26
Parking machine charges				
Paid parking credit card gateway fee.	Non statutory	Per vehicle	\$0.12	\$0.12
Elwood foreshore carpark - maximum - 1 April to 30 September.	Non statutory	Per day	\$9.50	\$9.80
Elwood foreshore carpark - maximum - 1 October to 31 March.	Non statutory	Per day	\$14	\$14.50
Elwood foreshore carpark - per hour 1 April to 30 September.	Non statutory	Per hour	\$2.50	\$2.60
Elwood foreshore carpark - per hour - 1 October to 31 March.	Non statutory	Per hour	\$6	\$6.20
Fishermans Bend north of Woodgate Street and east of Boundary Street.	Non statutory	Per hour	\$1	\$1.30
Fishermans Bend north of Woodgate Street and east of Boundary Street.	Non statutory	Per Day	\$10	\$11
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist and retail) - 1 April to 30 September.	Non statutory	Per day	\$9.40	\$9.70
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist and retail) - 1 October to 31 March.	Non statutory	Per day	\$14	\$14.50
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield	Non statutory	Per hour	\$2.30	\$2.40

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Parade (tourist and retail) – 1 April to 30 September.				
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist and retail) – 1 October to 31 March.	Non statutory	Per hour	\$4.50	\$4.70
Foreshore area (tourist) excluding Waterfront Place, Station Pier and Elwood Foreshore.	Non statutory	Per day	\$17.50	\$18.50
Foreshore area (tourist) excluding Waterfront Place, Station Pier and Elwood Foreshore.	Non statutory	Per hour	\$6.50	\$6.80
Acland Street precinct.	Non statutory	Per day	\$17.50	\$18.10
Acland Street precinct.	Non statutory	Per hour	\$6.50	\$6.70
South Melbourne Central – Clarendon Street retail precinct.	Non statutory	Per day	\$10	\$10.30
South Melbourne Central – Clarendon Street retail precinct.	Non statutory	Per hour	\$2.50	\$2.60
South Melbourne Central – North of Park and Ferrars Street (industrial).	Non statutory	Per day	\$10	\$10.30
South Melbourne Central – North of Park and Ferrars Street (industrial).	Non statutory	Per hour	\$2.50	\$2.60
South Melbourne East – North East of Kingsway (commercial).	Non statutory	Per hour	\$4.50	\$4.70
South Melbourne East – North East of Kingsway (commercial).	Non statutory	Per day	\$14.60	\$15.10
South Melbourne South – Albert Road area (commercial).	Non statutory	Per day	\$14	\$14.50
South Melbourne South – Albert Road area (commercial).	Non statutory	Per hour	\$4.50	\$4.70
South Melbourne West – South West of Ferrars Street (industrial).	Non statutory	Per day	\$10	\$11
South Melbourne West – South West of Ferrars Street (industrial).	Non statutory	Per hour	\$2.50	\$2.80
St Kilda Road – North of St Kilda Junction (commercial).	Non statutory	Per hour	\$4.50	\$4.90
St Kilda Road – North of St Kilda Junction (commercial).	Non statutory	Per day	\$14.60	\$15.70
St Kilda Road – South of St Kilda Junction (commercial and retail).	Non statutory	Per day	\$12	\$12.40
St Kilda Road – South of St Kilda Junction (commercial and retail).	Non statutory	Per hour	\$3.50	\$3.60
Station Pier and Waterfront Place – 1 October to 31 March.	Non statutory	Per day	\$14	\$14.50
Station Pier and Waterfront Place – 1 October to 31 March.	Non statutory	Per hour	\$6	\$6.80
Station Pier and Waterfront Place – 1 April to 30 September (Monday to Thursday).	Non statutory	Per day	\$9.50	\$9.80
Station Pier and Waterfront Place – 1 April to 30 September (Monday to Thursday) – First three hours free parking followed by hourly rate.	Non statutory	Per hour	\$2.50	\$2.60
Station Pier and Waterfront Place – 1 April to 30 September (Friday to Sunday).	Non statutory	Per day	\$9.50	\$9.80
Station Pier and Waterfront Place – 1 April to 30 September (Friday to Sunday).	Non statutory	Per hour	\$2.50	\$2.60
Parking enforcement				
Vehicle release fee for confirmed abandoned and towed to the auction yard.	Non statutory	Per vehicle	\$600	\$635
Daily vehicle storage fee after 48 hours.	Non statutory	Per vehicle	\$25	\$28
Vehicle clearway release fee from the impound yard within 48 hours of vehicle being towed.	Non statutory	Per vehicle	\$470	\$485
Vehicle clearway release fee if vehicle moved to auction yard as unclaimed after 10 days.	Non statutory	Per vehicle	\$880	\$920
Parking infringements				

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 fee (including GST if applicable)
Penalty fines - Class 1.	Statutory	Per infringement	\$96	\$99
Penalty fines - Class 2.	Statutory	Per infringement	\$115	\$119
Penalty fines - Class 3.	Statutory	Per infringement	\$192	\$198
Penalty reminder notice.	Statutory	Per infringement	\$27.70	\$28.40
Lodgement fee.	Statutory	Per infringement	\$82.80	\$85.10
Planning compliance infringements				
Planning infringement notice - individual - penalty fines Class 3 (five penalty units).	Statutory	Penalty unit	\$961.50	\$987.95
Planning infringement notice - company - penalty fines Class 3 (10 penalty units).	Statutory	Penalty unit	\$1,923.10	\$1,975.90
Penalty reminder notice.	Statutory	Penalty unit	\$27.70	\$28.40

Sustainable Port Phillip

Table 64: Schedule of fees and charges – Sustainable Port Phillip.

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Waste management				
Resource Recovery Centre (non-resident)				
Car boot	Non statutory	Car boot	\$50	\$52
Large trailer	Non statutory	Large trailer	\$192	\$199
Small trailer	Non statutory	Small trailer	\$117	\$121
Station wagon and utility	Non statutory	Station wagon and utility	\$90	\$98
Resource Recovery Centre (resident)				
Car boot	Non statutory	Car boot	\$30	\$31
Contractors per cubic meter	Non statutory	Contractors m3	\$123	\$128
Large trailer	Non statutory	Large trailer	\$140	\$145
Small trailer	Non statutory	Small trailer	\$77	\$80
Station wagon and utility	Non statutory	Station wagon and utility	\$58	\$60
Mattress disposal – first mattress	Non statutory	Mattresses	Not Applicable	\$20
Mattress disposal – second and subsequent mattresses	Non statutory	Mattresses	Not Applicable	\$30
Amenity				
Administration fee for approved public tree removal and replacement.	Non statutory	Per request	\$110	\$113
Amenity valuation cost recovery for approved public tree removal and replacement.	Non statutory	Upon request	Based on valuation	Based on valuation
Street furniture removal - including bus shelters, seats, bins, bollards, bike hoops, planter boxes and any other street furniture item within the road reserve.	Non statutory	Upon request	Based on valuation	Based on valuation

Vibrant Port Phillip

Table 65: Schedule of fees and charges - Vibrant Port Phillip.

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Arts and culture				
Heritage				
Curatorial services - heritage image reproduction service - digital image delivery by email or CD.	Non statutory	Per Item	\$0	\$0
Hire of Shakespeare Grove artist studios. Standard 3m x 3.5m and pro rata for larger studios.	Non statutory	Per application	\$135	\$135
Filming permits				
Filming permits - motion pictures and related photography (first day).	Non statutory	First day	\$1,100	\$1,140
Filming permits - motion pictures and related photography (second day).	Non statutory	Second day	\$660	\$685
Filming permits - motion pictures and related photography (third and subsequent days).	Non statutory	< three days	\$225	\$235
Filming permits - motion pictures (half day).	Non statutory	Per half day	\$660	\$685
Filming permits - service fee for low budget productions.	Non statutory	Per application	\$60	\$62
Filming permits - service fee for no budget productions.	Non statutory	Per application	\$20	\$20
Photography permit - commercial stills photography (first day).	Non statutory	First day	\$500	\$600
Photography permit - commercial stills photography (second and subsequent days).	Non statutory	Second and subsequent days	\$225	\$300
Economic Development and Tourism				
Parklet fees				
Annual business parklets - new applications, amendments and transfers of ownership fee.	Non statutory	Per application	\$260	\$267
Annual business parklet renewal fee.	Non statutory	Per application	\$73	\$74
Revitalisation rate - annual business parklet, per bay				
Tier 1 - annual business parklet (per bay).	Non statutory	Per item	\$1,485	\$1,539
Tier 2 - annual business parklet (per bay).	Non statutory	Per item	\$1,705	\$1,767
Tier 3 - annual business parklet (per bay).	Non statutory	Per item	\$1,930	\$1,975
Tier 4 - annual business parklet (per bay).	Non statutory	Per item	\$2,150	\$2,165
Tier 5 - annual business parklet (per bay).	Non statutory	Per item	\$2,375	\$2,355
Tier 6 - annual business parklet (per bay).	Non statutory	Per item	\$2,995	\$2,545
Tier 7 - annual business parklet (per bay).	Non statutory	Per item	\$2,820	\$2,735
Tier 8 - annual business parklet (per bay).	Non statutory	Per item	\$3,040	\$2,925
Tier 9 - annual business parklet (per bay).	Non statutory	Per item	\$3,265	\$3,115
Tier 10 - annual business parklet (per bay).	Non statutory	Per item	\$3,490	\$3,305
Seasonal business parklets - new applications, amendments and transfers of ownership fee.	Non statutory	Per application	\$125	\$128
Revitalisation rate - seasonal business parklet (per bay). A season is defined from 1 October to 30 April.				

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Tier 1 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,040	\$1,077
Tier 2 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,194	\$1,237
Tier 3 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,351	\$1,382
Tier 4 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,505	\$1,515
Tier 5 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,663	\$1,648
Tier 6 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,817	\$1,781
Tier 7 - seasonal business parklet (per bay).	Non statutory	Per item	\$1,974	\$1,914
Tier 8 - seasonal business parklet (per bay).	Non statutory	Per item	\$2,128	\$2,047
Tier 9 - seasonal business parklet (per bay).	Non statutory	Per item	\$2,286	\$2,180
Tier 10 - seasonal business parklet (per bay).	Non statutory	Per item	\$2,443	\$2,314
Footpath occupancy permits – tables- to place a table on the footpath (annual cost per item)				
Acland Street - primary table.	Non statutory	Per item	\$30.80	\$31.92
Acland Street - secondary table.	Non statutory	Per item	\$56	\$53.20
Armstrong Street - primary table.	Non statutory	Per item	\$58.80	\$58.80
Barkly Street - primary table.	Non statutory	Per item	\$56	\$58.04
Barkly Street - secondary table.	Non statutory	Per item	\$44.80	\$39.20
Bay Street - primary table.	Non statutory	Per item	\$56	\$58.04
Bay Street - secondary table.	Non statutory	Per item	\$44.80	\$46.44
Bridport Street - primary table.	Non statutory	Per item	\$67.20	\$67.20
Bridport Street - secondary table.	Non statutory	Per item	\$56	\$56
Carlisle Street - primary table.	Non statutory	Per item	\$30.80	\$31.92
Carlisle Street - secondary table.	Non statutory	Per item	\$36.40	\$37.73
Clarendon Street - primary table.	Non statutory	Per item	\$58.80	\$60.95
Clarendon Street - secondary table.	Non statutory	Per item	\$47.60	\$47.60
Coventry Street - primary table.	Non statutory	Per item	\$56	\$58.04
Fitzroy Street - primary table.	Non statutory	Per item	\$30.80	\$31.92
Fitzroy Street - secondary table.	Non statutory	Per item	\$30.80	\$31.92
Glen Eira Road - primary table.	Non statutory	Per item	\$42	\$33.60
Glenhuntly Road - primary table.	Non statutory	Per item	\$53.20	\$55.14
Ormond Road - primary table.	Non statutory	Per item	\$61.60	\$58.80
Tennyson Street - primary table.	Non statutory	Per item	\$40.90	\$42
Victoria Avenue - primary table.	Non statutory	Per item	\$53.20	\$50.40
Neighbourhood areas - table.	Non statutory	Per item	\$30.80	\$31.92
Footpath occupancy permits – chairs- to place a chair on the footpath (annual cost per				

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
item)				
Acland Street – primary chair.	Non statutory	Per item	\$47.30	\$49.02
Acland Street – secondary chair.	Non statutory	Per item	\$86	\$81.70
Armstrong Street – primary chair.	Non statutory	Per item	\$90.30	\$90.30
Barkly Street – primary chair.	Non statutory	Per item	\$86	\$89.14
Barkly Street – secondary chair.	Non statutory	Per item	\$68.80	\$60.20
Bay Street – primary chair.	Non statutory	Per item	\$86	\$89.14
Bay Street – secondary chair.	Non statutory	Per item	\$68.80	\$71.31
Bridport Street – primary chair.	Non statutory	Per item	\$103.20	\$103.20
Bridport Street – secondary chair.	Non statutory	Per item	\$86	\$86
Carlisle Street – primary chair.	Non statutory	Per item	\$47.30	\$49.02
Carlisle Street – secondary chair.	Non statutory	Per item	\$55.90	\$57.94
Clarendon Street – primary chair.	Non statutory	Per item	\$90.30	\$93.60
Clarendon Street – secondary chair.	Non statutory	Per item	\$73.10	\$73.10
Coventry Street – primary chair.	Non statutory	Per item	\$86	\$89.14
Fitzroy Street – primary chair.	Non statutory	Per item	\$47.30	\$49.02
Fitzroy Street – secondary chair.	Non statutory	Per item	\$47.30	\$49.02
Glen Eira Road – primary chair.	Non statutory	Per item	\$64.50	\$51.60
Glenhuntly Road – primary chair.	Non statutory	Per item	\$81.70	\$84.68
Ormond Road – primary chair.	Non statutory	Per item	\$94.60	\$90.30
Tennyson Street – primary chair.	Non statutory	Per item	\$62.80	\$64.50
Victoria Avenue – primary chair.	Non statutory	Per item	\$81.70	\$77.40
Neighbourhood areas – chair.	Non statutory	Per item	\$47.30	\$49.02
Footpath occupancy permits – glass screen tables – to place a table within a glass screen on the footpath (annual cost per item)				
Acland Street – primary table with glass screens.	Non statutory	Per item	\$46.20	\$47.88
Acland Street – secondary table with glass screens.	Non statutory	Per item	\$97.45	\$79.80
Armstrong Street – primary table with glass screens.	Non statutory	Per item	\$88.20	\$88.20
Barkly Street – primary table with glass screens.	Non statutory	Per item	\$84	\$87.07
Barkly Street – secondary table with glass screens.	Non statutory	Per item	\$67.20	\$58.80
Bay Street – primary table with glass screens.	Non statutory	Per item	\$84	\$87.07
Bay Street – secondary table with glass screens.	Non statutory	Per item	\$67.20	\$69.65
Bridport Street – primary table with glass screens.	Non statutory	Per item	\$100.80	\$100.80
Bridport Street – secondary table with glass screens.	Non statutory	Per item	\$84	\$84
Carlisle Street – primary table with glass screens.	Non statutory	Per item	\$46.20	\$47.88

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Carlisle Street - secondary table with glass screens.	Non statutory	Per item	\$54.60	\$56.59
Clarendon Street - primary table with glass screens.	Non statutory	Per item	\$88.20	\$91.42
Clarendon Street - secondary table with glass screens.	Non statutory	Per item	\$71.40	\$71.40
Coventry Street - primary table with glass screens.	Non statutory	Per item	\$84	\$87.07
Fitzroy Street - primary table with glass screens.	Non statutory	Per item	\$46.20	\$47.88
Fitzroy Street - secondary table with glass screens.	Non statutory	Per item	\$46.20	\$47.88
Glen Eira Road - primary table with glass screens.	Non statutory	Per item	\$63	\$50.40
Glenhuntly Road - primary table with glass screens.	Non statutory	Per item	\$79.80	\$82.71
Ormond Road - primary table with glass screens.	Non statutory	Per item	\$92.40	\$88.20
Tennyson Street - primary table with glass screens.	Non statutory	Per item	\$61.32	\$63
Victoria Avenue - primary table with glass screens.	Non statutory	Per item	\$79.80	\$75.60
Neighbourhood areas - table with glass screens.	Non statutory	Per item	\$46.20	\$47.88
Footpath occupancy permits - glass screen chairs - to place a chair within a glass screen on the footpath (annual cost per item)				
Acland Street - primary chair with glass screens.	Non statutory	Per item	\$70.95	\$73.53
Acland Street - secondary chair with glass screens.	Non statutory	Per item	\$149.65	\$122.55
Armstrong Street - primary chair with glass screens.	Non statutory	Per item	\$135.45	\$135.45
Barkly Street - primary chair with glass screens.	Non statutory	Per item	\$129	\$133.71
Barkly Street - secondary chair with glass screens.	Non statutory	Per item	\$103.20	\$90.30
Bay Street - primary chair with glass screens.	Non statutory	Per item	\$129	\$133.71
Bay Street - secondary chair with glass screens.	Non statutory	Per item	\$103.20	\$106.97
Bridport Street - primary chair with glass screens.	Non statutory	Per item	\$154.80	\$154.80
Bridport Street - secondary chair with glass screens.	Non statutory	Per item	\$129	\$129
Carlisle Street - primary chair with glass screens.	Non statutory	Per item	\$70.95	\$73.53
Carlisle Street - secondary chair with glass screens.	Non statutory	Per item	\$83.85	\$86.91
Clarendon Street - primary chair with glass screens.	Non statutory	Per item	\$135	\$135
Clarendon Street - secondary chair with glass screens.	Non statutory	Per item	\$109.65	\$109.65
Coventry Street - primary chair with glass screens.	Non statutory	Per item	\$129	\$133.71
Fitzroy Street - primary chair with glass screens.	Non statutory	Per item	\$70.95	\$73.53
Fitzroy Street - secondary chair with glass screens.	Non statutory	Per item	\$70.95	\$73.53
Glen Eira Road - primary chair with glass screens.	Non statutory	Per item	\$96.75	\$77.40
Glenhuntly Road - primary chair with glass screens.	Non statutory	Per item	\$122.55	\$127.02
Ormond Road - primary chair with glass screens.	Non statutory	Per item	\$141.90	\$135.45
Tennyson Street - primary chair with glass screens.	Non statutory	Per item	\$94.14	\$96.75
Victoria Avenue - primary chair with glass screens.	Non statutory	Per item	\$122.55	\$116.10

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Neighbourhood areas – chair with glass screens.	Non statutory	Per item	\$70.95	\$73.53
Footpath occupancy permits – various				
Footpath trading – display of goods.	Non statutory	Per item	\$360	\$370
Footpath trading – screens per premises with outdoor furniture.	Non statutory	Per item	186.70	\$192
Footpath trading – outdoor heaters.	Non statutory	Per item	\$123.30	\$127
Footpath trading – renewal Fee.	Non statutory	Per application	\$72.60	\$74
Footpath trading – new Applications, amendments and transfers of ownership.	Non statutory	Per application	\$124.50	\$128
Application fee for fixed items including glass screens and retractable awnings.	Non statutory	Per item	\$259.40	\$267
Footpath trading – miscellaneous items including menu boards.	Non statutory	Per item	\$171.15	\$175
Footpath trading – delineation marker installation (per marker).	Non statutory	Per marker	\$44	\$45
New Footpath trading –outdoor cooking stations	Non statutory	Per station	NA	\$480
Temporary permits				
Temporary – marketing and promotion activity (daily charge). Used for existing footpath trading permit-holders and one-day promotions.	Non statutory	Per application	\$78.70	\$80
Mobile food vans				
Mobile food vehicle permit fee.	Non statutory	Per vehicle	\$2,415	\$2,500
Mobile food vehicle application and renewal fees, to assess up to three proposed locations.	Non statutory	Per vehicle	\$285	\$295.40
Festivals				
St Kilda Film Festival				
St Kilda Film Festival call for entry fee – early bird rate.	Non statutory	Per application	\$36.30	\$37.60
St Kilda Film Festival call for entry fee – standard rate.	Non statutory	Per application	\$48.80	\$50.60
St Kilda Festival				
St Kilda Festival carnival site fee.	Non statutory	Per application	Upon application	Upon application
St Kilda Festival all food vending areas over 15 m2.	Non statutory	Per application	\$138	\$143
St Kilda Festival all food vending areas under 15 m2.	Non statutory	Per application	\$89.70	\$93
St Kilda Festival itinerant market stall in a high pedestrian zone.	Non statutory	Per application	\$373.50	\$387.10
St Kilda Festival itinerant market stall in a regular zone.	Non statutory	Per application	\$194	\$201.10
St Kilda Festival permit administration fee.	Non statutory	Per application	\$36.30	\$37.60
St Kilda Festival road trading, non-alcohol per m2.	Non statutory	Per application	\$11.40	\$11.80
St Kilda Festival road trading, with alcohol per m2.	Non statutory	Per application	\$30.60	\$31.70
Cost recovery – infrastructure and power hire.	Non statutory	Per recovery	Cost recovery	Cost recovery
Esplanade Market				
Administration fee – new stallholders	Non statutory	Per application	\$30	\$30
Coffee vendors				

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Coffee vendor – casual fee.	Non statutory	Per application	\$200	\$210
Coffee vendor – six -month permit.	Non statutory	Per application	\$3,000	\$3,110
Coffee vendor – 12-month permit.	Non statutory	Per application	\$5,900	\$6,115
Art and craft – pre-packaged food 2.4 m.				
Art and craft – pre-packaged food (three monthly permits) 2.4 m.	Non statutory	Per application	\$720	\$745
Art and craft – pre-packaged food (six monthly permits) 2.4 m.	Non statutory	Per application	\$1,250	\$1,300
Art and craft – pre-packaged food (12 monthly permits) 2.4 m.	Non statutory	Per application	\$2,295	\$2,380
Art and craft – pre-packaged food (casual permits) 2.4 m.	Non statutory	Per application	\$92	\$95
Art and craft – pre-packaged food 3 m				
Art and craft – pre-packaged food (three monthly permits) 3 m.	Non statutory	Per application	\$780	\$810
Art and craft – pre-packaged food (six monthly permits) 3 m.	Non statutory	Per application	\$1,375	\$1,425
Art and craft – pre-packaged food (12 monthly permits) 3 m.	Non statutory	Per application	\$2,550	\$2,645
Art and craft – pre-packaged food (casual permits) 3 m.	Non statutory	Per application	\$102	\$106
Late fee on invoice payment – casual stallholders.	Non statutory	Per late payment	\$10	\$10
Late fee on invoice payment – permanent stallholders.	Non statutory	Per late payment	\$30	\$30
Paid promotional activity.	Non statutory	Per day	\$2,000	\$2,000
Paid promotional activity.	Non statutory	Per half day	\$1,000	\$1,000
Food traders and trucks				
Food vendor – casual stalls.	Non statutory	Per application	\$250	\$260
Food vendor (six-month permit).	Non statutory	Six-month permit	\$3,750	\$3,890
Food vendor (12-month permit).	Non statutory	12-month permit	\$7,400	\$7,670
Student				
Design students and under 18 students, currently studying – fee waiver on all fees for three months of trade or bookings.	Non statutory	Per application	\$0	\$0
Under 18 years secondary student – casual permit.	Non statutory	Per application	\$35	\$35
Art and design tertiary students – casual permit.	Non statutory	Per application	\$55	\$55
Weddings and minor events				
Heritage gardens (two-hour permit).	Non statutory	Per application	\$375	\$390
Non-heritage gardens (two-hour permit).	Non statutory	Per application	\$220	\$230
Wedding photography only.	Non statutory	Per application	\$115	\$120
Events administration				
Event and promotion application fee.	Non statutory	Per application	\$105	\$110
Variations and late information – \$300 to \$6,500.	Non statutory	Per application	\$300	\$300
Parking on reserve fee.	Non statutory	Per car	\$110	\$110

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Traffic management costs.	Non statutory	Per hour	\$150	\$155
Winter events 50 per cent of full fee.	Non statutory	Per application	\$3,000	\$3,000
Promotions				
Distributing promotional flyers for City of Port Phillip businesses.	Non statutory	Full day or eight hours	\$110	\$115
Distributing promotional flyers for City of Port Phillip businesses.	Non statutory	Per hour	\$20	\$21
Product promotions – per day fee for an eight-hour day.	Non statutory	Full day or eight hours	\$3,237	\$3,355
Product promotions – per day fee for an eight-hour day package.	Non statutory	Minimum three days	\$2,681	\$2,800
Product promotions – roving, no structures.	Non statutory	Per hour	\$363	\$375
Product promotion – with structure or vehicle.	Non statutory	Per hour	\$560	\$580
Markets				
Outdoor markets (per session).	Non statutory	Per session	\$710	\$735
Commercial event or promotion – site fee per day				
Bump in and bump out fee – weekdays per day.	Non statutory	Per application	\$715	\$740
Bump in and bump out fee – weekends per day.	Non statutory	Per application	\$870	\$900
Closure of Pier Road.	Non statutory	Per day	\$2,150	\$2,230
Intermediate events.	Non statutory	Per day	\$740	\$770
Large events.	Non statutory	Per day	\$2,910	\$3,015
Medium events.	Non statutory	Per day	\$1,425	\$1,475
Major events – high risk and high impact events (\$7,775 to \$50,000).	Non statutory	Per application	\$7,500	\$7,775
Refundable noise bond (\$5,000 to \$20,000).	Non statutory	Bond	Based on event	Based on event
Refundable security bond per site (\$5,000 to \$50,000).	Non statutory	Per application	Based on event	Based on event
Small events.	Non statutory	Per application	\$400	\$415
Small event public liability insurance.	Non statutory	Per application	\$32	\$33
On-road events				
Combination events – reserve and road use – for events with over 2,000 registered participants. Additional fee per registered participant over 2,001.	Non statutory	Per application	\$5.70	\$5.90
Combination events – reserve and road use – flat fee zero to 2,000 registered participants inclusive.	Non statutory	Flat rate	\$11,570	\$11,995
On-road only (per participant) – minimum charge 2,000 participants.	Non statutory	Per participant	\$1.80	\$1.85
Busking fee – six months 9 am to 9 pm.	Non statutory	Per application	\$30	\$30
Busking fees – twelve months 9 am to 9 pm.	Non statutory	Per application	\$55	\$55
Street stall permit and collection.	Non statutory	Per application	\$70	\$73

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Temporary signage fee - up to 14 days only.	Non statutory	Per application	\$160	\$165
Promotions				
St Kilda Festival package - as negotiated (\$10,000 to \$50,000).	Non statutory	Per application	\$10,000	\$10,000
Product promotion (St Kilda Premium and peak) - per day fee or eight-hour day.	Non statutory	Per application	\$5,000	\$5,000
Product promotion (St Kilda Premium and peak) - per day or eight-hour day package. Minimum three days).	Non statutory	Per application	\$3,500	\$3,500
Product promotion with structures and vehicles (per hour). St Kilda premium and peak.	Non statutory	Per application	\$750	\$780
Product promotion - roving, no structures (per hour). St Kilda premium and peak.	Non statutory	Per application	\$500	\$520
Bump in and out fee (per day). Long term or negotiated events (\$300 to \$1,000).	Non statutory	Per application	\$300	\$310
Libraries				
Black and white copying A3.	Non statutory	Per copy	\$0.40	\$0.40
Black and white copying A4.	Non statutory	Per copy	\$0.20	\$0.20
Colour copying charges.	Non statutory	Per copy	\$1.10	\$1.10
Inter library loans.	Non statutory	Per loan	\$28.50	\$28.50
Internet and PC copy charges.	Non statutory	Per copy	\$0.20	\$0.20
Local history microfiche copies.	Non statutory	Per copy	\$0.20	\$0.20
South Melbourne Market				
Rooftop car parking on weekend market days (*Early Bird to 10am, two hours free parking)				
Zero to one hours.*	Non statutory	Per hour	\$2	\$2
One to two hours.*	Non statutory	Per hour	\$4	\$4
Two to three hours.	Non statutory	Per hour	\$8	\$9
Three to four hours.	Non statutory	Per hour	\$16	\$17
Four to five hours.	Non statutory	Per hour	\$24	\$26
five to six hours.	Non statutory	Per hour	\$32	\$34
Six plus hours.	Non statutory	Per hour	\$40	\$43
Lost ticket.	Non statutory	Per ticket	\$40	\$43
Rooftop car parking Wednesday and Friday market days				
Zero to one hours.	Non statutory	Per hour	\$0	\$0
One to two hours.	Non statutory	Per hour	\$0	\$0
Two to three hours.	Non statutory	Per hour	\$8	\$9
Three to four hours.	Non statutory	Per hour	\$16	\$17
Four to five hours.	Non statutory	Per hour	\$24	\$26

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Five to six hours.	Non statutory	Per hour	\$32	\$34
Six plus hours.	Non statutory	Per hour	\$40	\$43
Lost ticket.	Non statutory	Per ticket	\$40	\$43
Rooftop car parking on non-market days (Monday, Tuesday and Thursday)				
Zero to one hours.	Non statutory	Per hour	\$2	\$2
One to two hours.	Non statutory	Per hour	\$4	\$4
Two to three hours.	Non statutory	Per hour	\$6	\$6
Three to four hours.	Non statutory	Per hour	\$8	\$9
Four to five hours.	Non statutory	Per hour	\$10	\$11
Five to six hours.	Non statutory	Per hour	\$12	\$13
Six plus hours.	Non statutory	Per hour	\$15	\$16
Lost ticket.	Non statutory	Per ticket	\$15	\$16

Well-Governed Port Phillip

Table 66: Schedule of fees and charges 2024-25 – Well-Governed Port Phillip.

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Asset and property management				
Peppercorn rent.	Non statutory	Per annum	\$1 (if demanded)	\$1 (if demanded)
Community rent.	Non statutory	Per annum	\$104 (if demanded)	\$460 (if demanded)
Hall fire				
St Kilda Town Hall – auditorium hire				
St Kilda Town Hall Auditorium – community hire. Non-peak, Monday to Thursday.	Non statutory	Per day	\$975	\$1,015
St Kilda Town Hall Auditorium – community hire. Peak, Friday to Sunday.	Non statutory	Per day	\$1,300	\$1,350
St Kilda Town Hall Auditorium – standard hire. Peak, Friday to Sunday.	Non statutory	Per day	\$3,200	\$3,300
St Kilda Town Hall Auditorium – standard hire. Non-peak, Monday to Thursday.	Non statutory	Per day	\$1,970	\$2,045
St Kilda Town Hall Auditorium – community hire. Hourly rate, minimum of four hours. Non-peak Monday to Thursday.	Non statutory	Per hour	\$97.50	\$101.50
St Kilda Town Hall Auditorium – community hire. Hourly rate, minimum of four hours. Peak Friday to Sunday.	Non statutory	Per hour	\$130	\$135
St Kilda Town Hall Auditorium – standard hire. Hourly rate, minimum of four hours. Non-peak Monday to Thursday.	Non statutory	Per hour	\$190	\$195
St Kilda Town Hall Auditorium – standard hire. Hourly rate, minimum of four hours. Peak Friday to Sunday.	Non statutory	Per hour	\$320	\$330
St Kilda Town Hall kitchen – standard and community per day.	Non statutory	Per day	\$500	\$500
Port Melbourne Town Hall – auditorium including kitchen				
Port Melbourne Town Hall Auditorium – community hire (daily rate). Non –peak Monday to Thursday.	Non statutory	Per day	\$630	\$655
Port Melbourne Town Hall Auditorium – community hire (daily rate). Peak Friday to Sunday.	Non statutory	Per day	\$630	\$655
Port Melbourne Town Hall Auditorium – standard hire (daily rate). Non-peak Monday to Thursday.	Non statutory	Per day	\$1,000	\$1,030
Port Melbourne Town Hall Auditorium –standard hire (daily rate). Peak Friday to Sunday.	Non statutory	Per day	\$1,000	\$1,030
Meeting rooms				
St Kilda Town Hall – meeting rooms				
St Kilda Town Hall – all meeting rooms – community hire. Non-peak before 9 am and after 5 pm Monday to Thursday.	Non statutory	Per hour	\$14	\$14.50
St Kilda Town Hall – all meeting rooms – community hire. Peak 9 am to 5 pm, Monday to Thursday	Non statutory	Per hour	\$52	\$54

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
and 24 hours, Friday to Sunday.				
St Kilda Town Hall - Council Chamber - community hire. Peak 9 am to 5 pm, Monday to Thursday and 24 hours, Friday to Sunday.	Non statutory	Per hour	\$52	\$54
St Kilda Town Hall - Council Chamber - standard hire.	Non statutory	Per hour	\$200	\$208
St Kilda Town Hall - Wominjeka reception - standard hire.	Non statutory	Per hour	\$200	\$208
St Kilda Town Hall - Training room - standard hire.	Non statutory	Per hour	\$130	\$135
St Kilda Town Hall - St Kilda room - standard hire.	Non statutory	Per hour	\$105	\$109
St Kilda Town Hall - Gunuwarra room - standard hire.	Non statutory	Per hour	\$130	\$135
St Kilda Town Hall - Ngargee room - standard hire.	Non statutory	Per hour	\$130	\$135
St Kilda Town Hall - Nairm room - standard hire.	Non statutory	Per hour	\$105	\$109
St Kilda Town Hall - Port Melbourne room - standard hire.	Non statutory	Per hour	\$105	\$109
Meeting Rooms - Port Melbourne Town Hall				
Port Melbourne Town Hall - Council Chamber- community hire. Non-peak before 9 am and after 5 pm Monday to Thursday.	Non statutory	Per hour	\$14	\$14.50
Port Melbourne Town Hall - Council Chamber - community hire. Peak 9 am to 5 pm, Monday to Thursday and 24 hours, Friday to Sunday.	Non statutory	Per hour	\$52	\$54
Port Melbourne Town Hall - Mayors room - community hire. Non-peak before 9 am and after 5 pm Monday to Thursday.	Non statutory	Per hour	\$14	\$14.50
Port Melbourne Town Hall - Mayors room - Community Hire. Peak 9 am to 5 pm, Monday to Thursday and 24 hours Friday to Sunday.	Non statutory	Per hour	\$52	\$54
Port Melbourne Town Hall - Council Chamber - standard hire.	Non statutory	Per hour	\$130	\$135
Port Melbourne Town Hall - Mayors room - standard hire (hourly rate).	Non statutory	Per hour	\$105	\$109
Staff labour (per hour)				
Duty Officer fees - Monday to Thursday.	Non statutory	Minimum Three hours	\$45	\$47
Duty Officer fees - Friday, Saturday and Sunday.	Non statutory	Minimum three hours	\$78	\$82
Duty Officer fees - public holidays.	Non statutory	Minimum three hours	\$95	\$100
Security Guard fees - public holidays.	Non statutory	Minimum three hours	\$90.80	\$95

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Security Guard fees - Monday to Sunday.	Non statutory	Minimum three hours	\$60.50	\$63
Security bond - community hire.	Non statutory	Bond	\$1,000	\$1,000
Security bond - standard hire.	Non statutory	Bond	\$2,000	\$2,000
Public Liability Insurance.	Non statutory	Per application	\$32	\$33
Note: A full fee waiver on Community Centre hire will be considered for not-for-profit groups run by their own committee who primarily meet to provide social connections and can demonstrate that over 65 per cent of their members are aged over 60 and reside within the City of Port Phillip.				
Road management				
Conducting works in, on, under or over a road without written consent (Section 63) - natural person. Three penalty units.	Statutory	Per infringement	\$577	\$592.77
Conducting works in, on, under or over a road without written consent (Section 63) - body corporate. 15 penalty units.	Statutory	Per infringement	\$2,885	\$2,963.85
Failure to comply with Clause 13 of Schedule 7 (Section 64) - natural person. Two penalty units.	Statutory	Per infringement	\$385	\$395.18
Failure to comply with Clause 13 of Schedule 7 (Section 64) - body corporate. Five penalty units.	Statutory	Per infringement	\$962	\$987.95
Work within the road reserve consent				
Arterial road - minor works - not on roadway.	Statutory	Per application	\$151.10	\$155.14
Arterial road - minor works- on roadway.	Statutory	Per application	\$254.40	\$261.28
Arterial road - general works- not on roadway.	Statutory	Per application	\$480.20	\$493.17
Arterial road - general works- on roadway.	Statutory	Per application	\$686.90	\$705.46
Municipal or non-arterial - minor works- not on roadway.	Statutory	Per application	\$95.40	\$97.98
Municipal or non-arterial - minor works - on roadway.	Statutory	Per application	\$147.90	\$151.87
Municipal or non-arterial - speed > 50, general works - not on roadway.	Statutory	Per application	\$373.70	\$383.76
Municipal or non-arterial - speed > 50, general works - on roadway.	Statutory	Per application	\$685.20	\$703.82
Municipal or non-arterial - speed <= 50, general works- not on roadway.	Statutory	Per application	\$95.40	\$97.98
Municipal or non-arterial - speed <= 50, general works- on roadway.	Statutory	Per application	\$373.70	\$383.76
Finance and project management				
Rates				
Land information certificates.	Statutory	Per copy	\$28.90	\$29.70
Urgent land information certificates.	Statutory	Per copy	\$105.60	\$108.50
Reprint of prior years' rates notice.	Non statutory	Per reprint	\$13	\$13.50
Financial				
Dishonoured cheques.	Non statutory	Per transaction	\$23.20	\$24

Fee description	Fee type	Unit of measure	2023/24 fee (including GST if applicable)	2024/25 Fee (including GST if applicable)
Merchant surcharge - American Express.	Non statutory	Per transaction	0.60%	0.60%
Merchant surcharge - EFTPOS and debit cards.	Non statutory	Per transaction	0.55%	0.55%
Merchant surcharge - Visa and Mastercard credit cards.	Non statutory	Per transaction	1.10%	1.10%
Governance				
Freedom of information				
Freedom of Information requests, excluding photocopying charges.	Statutory	Per request	\$31.80	\$32
Photocopying A4 - black and white.	Statutory	Per copy	\$0.20	\$0.20
Photocopying A4 - colour.	Statutory	Per copy	\$1	\$1
Search fees.	Statutory	Per hour	\$23.90	\$24

Measuring Performance

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

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

Legend: ↑ favourable trend, → neutral impact to trend, ↓ unfavourable trend

Targeted performance indicators – service

Table 67: Targeted performance indicators – service.

Indicator	Measure	Note	Actual 2022/23	Forecast 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Trend
Governance Satisfaction with community consultation and engagement.	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council.	1	52	53	54	55	55	55	→
Roads Sealed local roads below the intervention level.	Number of kms of sealed local roads below the renewal intervention level set by Council divided by kms of sealed local roads.	2	94%	95%	95%	95%	95%	95%	→
Statutory planning Planning applications decided within the relevant required time.	Number of planning application decisions made within the relevant required time divided by the number of decisions made.	3	57%	65%	65%	65%	65%	65%	→
Waste Kerbside collection waste diverted from landfill.	Weight of recyclables and green organics collected from kerbside bins divided by the weight of garbage, recyclables and green organics collected from kerbside bins.	4	35%	40%	40%	45%	45%	45%	→

Targeted performance indicators– financial

Table 68: Targeted performance indicators – financial.

Indicator	Measure	Note	Forecast	Budget	Projections									Trend
			2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31	2031/ 32	2032/ 33	2033/ 34	
Liquidity														
Working capital	Current assets / current liabilities	1	402%	273%	183%	133%	131%	119%	123%	133%	148%	165%	178%	→
Obligations														
Asset renewal	Asset renewal and upgrade expense / asset depreciation	2	126%	215%	230%	189%	144%	155%	122%	122%	121%	121%	121%	→
Stability														
Rates concentration	Rate revenue / adjusted underlying revenue	3	58%	58%	59%	59%	60%	60%	61%	61%	61%	61%	62%	→
Efficiency														
Expenditure level	Total expenses / number of property assessments	4	\$3,274	\$3,337	\$3,351	\$3,331	\$3,372	\$3,471	\$3,533	\$3,589	\$3,647	\$3,710	\$3,780	→

Notes to indicators:

1. **Working capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to remain at an acceptable level over the period.
2. **Asset renewal** – This percentage indicates the extent of Council’s renewals against its depreciation charge which is an indication of the decline in value of its existing capital assets. A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure is required to renew assets.
3. **Rates concentration** – Reflects extent of reliance on rate revenues to fund all of Council’s ongoing services. Trend indicates Council will become more reliant on rate revenue to all other sources.
4. **Expenditure level** – Reflects the total expenses of council per number of property assessments. Noting that Council experiences growth in both number of properties and service levels.

Financial performance indicators

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

Table 69: Financial performance indicators.

Indicator	Measure	Note	Forecast 2023/24	Budget 2024/25	Projections									Trend
					25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	
Operating Position														
Adjusted underlying result	Adjusted underlying surplus (deficit) / adjusted underlying revenue	1	0.7%	1.3%	1.7%	2.4%	2.6%	1.7%	1.9%	2.1%	2.4%	2.7%	3.0%	↑
Liquidity														
Unrestricted cash	Unrestricted cash / current liabilities		134.8%	98.7%	77.3%	45.0%	47.5%	47.0%	55.5%	64.2%	78.5%	94.4%	107.1%	↑
Obligations														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	→
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	→
Indebtedness	Non-current liabilities / own source revenue	2	3.5%	3.1%	2.6%	2.2%	1.8%	1.4%	4.8%	4.4%	3.9%	3.5%	3.1%	→
Stability														

Indicator	Measure	Note	Forecast 2023/24	Budget 2024/25	Projections									Trend
					25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	
Rates effort	Rate revenue / property values (CIV)		0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	→
Efficiency														
Revenue level	General rates and municipal charges / number of property assessments	3	\$1,727	\$1,756	\$1,801	\$1,840	\$1,880	\$1,920	\$1,960	\$1,998	\$2,037	\$2,078	\$2,122	→

Notes to indicators:

1. **Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The underlying result is forecast as low in 2024/25 largely due delays in delivering the project portfolio due to COVID-19 backlog and ongoing sector wide construction delays.
2. **Indebtedness** – Council has the capacity to use debt to respond to financial risks over the period however no borrowings are currently planned.
3. **Revenue level** – Trend reflects the forecast rates cap increase in future years. Excludes revenue generated by the waste charge which recovers direct waste costs.

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.

Table 70: Sustainability capacity indicators.

Indicator	Measure	Notes	Forecast	Budget	Projections										Trend
			2023/24	2024/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34		
Population	Total expenses / municipal population		\$2,101	\$2,085	\$2,069	\$2,056	\$2,067	\$2,116	\$2,146	\$2,173	\$2,196	2,220	\$2,246	→	
	Value of infrastructure / municipal population		\$6,954	\$6,936	\$6,931	\$6,951	\$6,984	\$7,029	\$7,088	\$7,145	\$7,190	\$7,228	\$7,263	→	
	Municipal population / kilometres of local roads	1	450	463	475	485	495	504	513	521	531	541	552	→	
Own-source revenue	Own source revenue / municipal population		\$2,039	\$2,040	\$2,031	\$2,033	\$2,047	\$2,079	\$2,112	\$2,144	\$2,173	\$2,205	\$2,239	→	
Recurrent grants	Recurrent grants / municipal population		\$78	\$73	\$74	\$73	\$74	\$74	\$75	\$75	\$75	\$76	\$76	→	

Notes to indicators:

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

Glossary

Table 71: Glossary.

Term	Definition
The Act	Means the <i>Local Government Act 2020</i> .
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from sources other than grants and non-monetary contributions.
Adjusted underlying surplus (or deficit)	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less the total expenditure. It is a measure of financial sustainability of the Council which excludes the masking of the net surplus (or deficit) by capital-related revenue.
Annual budget	Plan under Section 94 of The Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.
Annual report	means a report of the Council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of The Act, accounting standards and other mandatory professional reporting requirements.
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to beneficiaries.
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life.

Term	Definition
Australian accounting standards	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for corporations law entities under s296 of the <i>Corporations Act 2001</i> . They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
Balance sheet	The balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year. The balance sheet should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed, and future requirements monitored.
Budget	Means a plan setting out the services and initiatives to be funded for the financial year and the subsequent three financial years and how they will contribute to achieving the strategic objectives specified in the Council Plan.
Budget preparation requirement	Under Section 94 of The Act, a Council is required to prepare and adopt an annual budget by 30 June each year for the next financial year and subsequent three financial years.
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	The budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry forward capital works	Carry forward capital works (also referred to as 'project deferrals') are those that are incomplete in the current budget year and will be completed in the following budget year.
Comprehensive income statement	The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
Council Plan	Means a Council Plan prepared by Council under Section 90 of the <i>Local Government Act 2020</i> . This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework.
Department of Jobs, Skills, Industry and Regions	Local Government Victoria is part of the Department of Jobs, Skills, Industry and Regions.
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes.
External influences in the preparation of a budget	Matters arising from third party actions over which Council has little or no control, for example, changes in legislation.
The Financial Plan	Means a plan of the financial and non-financial resources for at least the next ten years required to achieve the Council Plan and other strategic plans of Council. The Financial Plan defines the broad fiscal boundaries for the Council Plan, asset plan, other subordinate policies and strategies and budget processes.

Term	Definition
Financial statements	<p>Part 4 of The Act requires the following documents to include financial statements:</p> <ul style="list-style-type: none"> - Budget - Annual Report. <p>The financial statements to be included in the Budget include:</p> <ul style="list-style-type: none"> - comprehensive income statement - balance sheet - statement of changes in equity - statement of cash flows - statement of capital works. <p>The financial statements must be in the form set out in the Local Government Model Financial Report.</p>
Financial sustainability	Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity and borrowings not falling within the definition of cash.
Four-way budgeting methodology	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	Non-current property, plant and equipment excluding land.
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented, and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation, then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal influences in the preparation of the budget	Matters arising from Council actions over which there is some element of control, for example, approval of unbudgeted capital expenditure.
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Key assumptions	When preparing a balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, regulations and other laws and statutes which set a Council's governance, planning and reporting requirements.
Local Government (Planning and Reporting) Regulations 2020	<p>Regulations, made under Section 325 of The Act prescribe:</p> <ul style="list-style-type: none"> (a) The content and preparation of the financial statements of a Council. (b) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council. (c) The information to be included in a Council Plan, Financial Plan, budget, revised budget and Annual Report.
Local Government Model Financial Report	Local Government Model Financial Report published by the Department from time-to-time including on the Department's Internet website.
Local road	"Local road" means a sealed or unsealed road for which the council is the responsible Road authority under the <i>Road Management Act 2004</i> .

Term	Definition
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist.
Non-financial resources	Means the resources other than financial resources required to deliver the services and initiatives in the Budget.
Non-recurrent grants	Means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's long-term Budget.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.
Operating expenditure	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities and that result in a decrease in equity during the reporting period.
Operating revenue	Operating revenue is defined as inflows or other enhancements or savings in outflows of future economic benefits in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.
Own-source revenue	Means adjusted underlying revenue other than revenue that is not under the control of Council, including government grants.
Performance statement	Means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Project deferrals	Project deferrals (also referred to as 'carried forward capital works' – for capital projects) are those projects that are incomplete in the current budget year and will be completed in the following budget year.
Rate structure (rating information)	Site Value (SV), Capital Improved Value (CIV) or Net Annual Value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum or rate levels and increases from year to year are made as part of Council's long term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	Local Government (Planning and Reporting) Regulations 2020.
Restricted cash	Cash and cash equivalents, within the meaning of Australian Accounting Standards (AAS), that are not available for use other than a purpose for which it is restricted and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	The revised budget prepared by a Council under Section 98 of The Act. Section 98 of The Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act	The purpose of this act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain acts, including <i>the Local Government Act 2020</i> .
Statement of capital works	The statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works is prepared in accordance with the Local Government Model Financial Statements.
Statement of capital works	Means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance with the model statement of capital works in the Local Government Model Financial Report.

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