



Section 3

**FINANCES AND
PERFORMANCE**

OUR 10-YEAR FINANCIAL PLAN

Overview and context

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

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

Key outcomes of the Financial Plan

Identifying the impact of rate capping

We recognise community concern about the affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure. The community's expectation for better value in service delivery has been reflected in our decision making.

We continue to implement initiatives to ensure that our services are delivered in the most efficient and effective manner possible. This includes a successful drive for efficiency savings. Permanent operational savings of \$5.6 million for Budget 2020/21 have been identified, in addition to the \$13 million of savings delivered in the last six budgets. This totals \$12.6 million of savings delivered over the last four budgets of this Council.

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

The rates cap in 2020/21 is two per cent, however future increases remain uncertain beyond 2020/21. The Victorian Essential Services Commission (ESC) recommended that the rates cap be set at a level that reflects movements in the consumer price index (CPI) and the wage price index (WPI), as wages form a significant proportion of Council's costs.

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

The Financial Plan assumes a rates cap based on inflation. The impact of rate capping is quantified as an accumulated challenge of \$108 million over the ten-year period, which is an increase of \$33 million mainly due to the waste and recycling crisis. This represents a major challenge for us (and the sector as a whole) that will require fundamental changes to the way we operate. Our approach to managing this challenge is outlined overleaf.

Our 10-Year Financial Plan

Rate capping challenge

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

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

- opportunities to further reduce our cost base without impacting service levels (such as efficiencies identified through process, procurement and project planning and delivery improvements)
- ensuring that user fees and charges reflect the benefit that individual community members receive (that is, rates funding is not unreasonably subsidising services that provide private benefit)
- service delivery options, including changes to the way services are targeted and delivered and consideration of service level reductions in areas of lower strategic priority
- applying to the ESC for rate increases above CPI, where those increases are justifiable to the community
- a prudent and fiscally responsible approach towards the use of new debt for strategic property acquisitions, funding community capital works or operating projects that will provide intergenerational community benefit and initiatives that deliver revenue streams to repay debt
- using reserves where appropriate to invest in one-off new or improved assets where this is considered more efficient than the use of debt
- consideration of a Waste and Amenity Levy as a significant part of the rates capping challenge comes from the waste and recycling crisis.

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

Rates cap consistent with the ESC methodology

	2020/21	2021/22	2022/23	2023/24	2029/30
Rate increase	2.00 %	1.75 %	1.75 %	2.00 %	2.25 %
Accumulated rate capping challenge (\$m)	(\$0.0)	(\$2.4)	(\$8.9)	(\$18.5)	(\$108.1)

Growth in Port Phillip

We are facing a period of significant growth, much of which is through development in Fishermans Bend. Current planning projections provide for a possible population increase of 120,000 in the next 40 years, more than 100 per cent of our current population. We are continuing to invest in planning for growth in the municipality, including Fishermans Bend, to ensure that service outcomes meet the expectations of current and future generations.

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

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

Population growth in our city will drive an increase in urban density. Our road network for cars, which is at capacity and cannot be increased, will see increased congestion as our population grows. We will invest more than \$76 million over the 10-year period to implement our Integrated Transport Strategy.

Climate change and renewing community assets

We own and control a wide range of assets from land and buildings, to roads, drains, footpaths and open space. The total value of our fixed assets is \$3.2 billion and is largely the product of investment by prior generations of residents. Consistent with the trend across the local government sector, we are facing escalating costs to maintain and renew our ageing asset base.

Much of the City is only one to three metres above sea level and therefore vulnerable to the impacts of climate change. Flooding of coastal properties and public amenities, storm damage to infrastructure and beach erosion are examples of climate change impacts. To mitigate against these impacts, upgrades and renewal of assets will need to be designed and built to suit. This means additional costs. This plan reflects increasing renewals expenditure due to an expanding asset base, and cost escalation for delivering renewals and mitigating against the impacts of climate change.

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

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

Changing environmental conditions may challenge some members of our community to stay healthy and safe and this will have an impact on Council services. We will invest more than \$37 million to ensure a sustainable future for the City by creating a City that is: greener, cooler and more liveable; a City with lower carbon emissions; a City that is adapting and resilient to climate change; a City that is water sensitive with a sustained reduction in waste.

Our 10-Year Financial Plan

Impacts of State and Federal government legislation and policy

The transfer of responsibilities and costs from other levels of government has been well documented and continues to be a significant issue.

Types of 'cost shifting' and additional taxes include:

- Direct removal of funding, such as the freeze in indexation of grants commission funding and the cessation of \$250,000 funding for adventure playgrounds
- Indirect impact of government policies that formally or informally transfer service responsibility, for example we currently allocate resources to support social housing (\$500,000), a public policy area that in many respects should be the responsibility of State and Federal governments
- Introduction of the congestion levy, which is being partly funded by a contribution of rates revenue to mitigate the significant negative impact on visitation and trade in the areas where the levy applies (in addition to an increase in parking fees)
- Additional capital expenditure required to ensure our buildings are compliant with the Disability Discrimination Act and Building Code 1992
- The new Environment Protection Amendment Act 2018 includes the introduction of new compulsory duties to report contamination to the Victorian Environment Protection Authority and manage site contamination. Council officers are working to develop a Site Contamination risk Assessment Matrix and determine its financial impact

- Legislation imposed on Council to perform Swimming Pool audits
- Introduction of the Recycling Victoria policy to deal with the waste and recycling crisis that will require Council to provide a four bins kerbside collection and increase of landfill levy by 91 per cent over financial years 2020/21 to 2022/23. The additional cost to council is estimated at \$65 million over the 10-year period.

Financial outcomes

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

This plan assesses our financial performance using key financial indicators. See the Measuring Performance section for details.

Cash surplus/deficit

This is a measure of the cash inflows from all sources of revenue and the cash outflows for all expenditure (capital and operating expenditure). The Financial Plan presents a balanced budget over the 10-year planning horizon. However, it is important to note that we will have to make significant financial savings to meet the rate capping challenge (quantified at \$108 million over 10 years).

Borrowings

We have the capacity to borrow up to \$75 million and still achieve a low risk rating in accordance with Victoria Auditor General's Office (VAGO) financial sustainability risk assessment. The Financial Plan includes paying off our existing \$7.5 million loan in 2021/22 from a draw down on our cash reserve. It is likely that investing for growth will require the prudent use of borrowing, particularly as Council will be contributing to the catalytic Fishermans Bend projects.

Working capital

This is a measure of current assets to current liabilities in determining our ability to pay existing liabilities that fall within the next 12 months. The Financial Plan expects this measure to stay above 100 per cent, peaking at 363 per cent and dipping to a low of 227 per cent.

Infrastructure renewal gap

This measures spending on existing assets through renewal and upgrade compared to depreciation. A ratio of 100 per cent or higher indicates that spending on existing assets is moving at a faster rate than the rate of asset deterioration. The Financial Plan forecasts for significant investment in existing assets over the next 10 years, achieving a renewal gap ratio between 72 per cent and 154 per cent. This recognises that in the past two years we have been below 100 per cent and the need for upgrades driven by safety (The Building Code of Australia under the Building Act 1975) and accessibility (**Disability Discrimination Act 1992**).

Our 10-Year Financial Plan

Financial principle	Measure
<p>1</p> <p>Council will have fair, affordable and stable revenue and financing mechanisms.</p>	<ol style="list-style-type: none"> 1. Funding is prioritised towards achieving Council strategies and priorities and in accordance with key policies. 2. The distribution of costs and revenues is to be fair and reasonable with a level of consistency in treatment. 3. The capacity of people to pay will be considered in determining the appropriate mix of funding mechanisms. 4. Where benefits from an investment are to be enjoyed by future generations, those future generations should contribute to the cost. 5. Those who directly benefit from or cause expenditure will make a contribution towards funding it. 6. Funding mechanisms will be transparent, practical to implement and not involve unreasonable transaction costs. 7. Growth in universal services will be funded through growth in rates and the broader revenue base associated with growth. 8. Rate revenue will remain at a stable percentage of total underlying revenue (target between 60 per cent and 65 per cent of total underlying revenue) and other revenue will be strengthened over the medium term to reduce reliance on rate revenue.
<p>2</p> <p>Council will have an ongoing sustainable and balanced budget, and ideally a small cash surplus.</p>	<ol style="list-style-type: none"> 9. Expenditure on operating activities will be in line with, or lower than, income from operating activities, producing a surplus. Any surplus achieved will be used to repay debt or carried over to subsequent years. 10. Net cash outflow from operational, capital and financing activities will be in line with, or lower than, cash inflow from operational activities, producing a cash surplus. A positive cash surplus balance in any budgeted year is targeted. 11. Net cash flow from operations is to generate sufficient cash to fund capital works over the long term. Internal financing ratio to be greater than 100 per cent.
<p>3</p> <p>Council's asset base will be maintained, enhanced and expanded.</p>	<ol style="list-style-type: none"> 12. The total pool of assets will increase in value each year, excluding the effect of any revaluation adjustments and sale of assets of lower strategic value. 13. Capital expenditure compared to depreciation is to be greater or equal to 150 per cent over a medium to long term planning horizon. 14. Assets will be managed in accordance with community need, optimum utilisation and long-term efficiency. 15. Capital expenditure on existing assets (asset renewals and upgrades) will be higher than depreciation over a medium to long term planning horizon.

Financial principle	Measure
<p>4</p> <p>Capital will be managed in the most efficient manner possible.</p>	<p>16. General reserves will be maintained at levels sufficient to ensure operational liquidity and for contingencies. Working Capital Liquidity Ratio (current assets compared to current liabilities) is to be at least 100 per cent.</p> <p>17. Council will consider borrowings for property acquisitions, large capital works or operating projects that provide inter-generational community benefit, and initiatives that deliver sufficient revenue streams to service the debt.</p> <p>18. Prudent use of debt shall be subject to achieving:</p> <ul style="list-style-type: none"> • indebtedness ratio (non-current liabilities compared to own source revenue) below 40 per cent • loans and borrowings compared to rates below 70 per cent • loans and borrowing repayments compared to rates below 20 per cent. <p>19. Reserves may be built up over time to enable part funding of periodic large capital expenditure items where this is considered more efficient than the use of debt.</p>
<p>5</p> <p>Council will proactively develop and lead an efficient and effective organisational culture.</p>	<p>20. To deliver better value to our growing community, we will support developing policy and practice in the workplace to increase organisational innovation, effectiveness and efficiency.</p> <p>21. The organisation will target delivery of productivity and efficiency savings of greater than one per cent of operating expenditure less depreciation per annum.</p>

Our 10-Year Financial Plan

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

Use of rate revenue

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

- Local government rates are levied in accordance with a ratepayer's capacity to pay as measured by the Net Annual Value (NAV) of property owned within the municipality. Rates levied are therefore directly proportional to the NAV of individual properties. Other measures such as concessions, deferral of rate payments and other discounts to fees and charges will be applied to address equity and access issues.
- Universal services are funded from the broadest forms of income - rates and parking revenue.
- Fees for subsidised services provided by Council in a market, such as childcare and aged care, will be based on a clearly articulated policy position. To achieve equitable outcomes, these services will be funded through a mix of user charges, government grants and rates.
- Specific individual regulatory services such as, but not limited to, animal licences, parking permits and planning permits will be funded, where possible, through user charges (some may be set by statute) and otherwise through rates.
- Special rates are levied against retail tenants in various shopping precincts and this rate income is then distributed to centralised trader associations to spend on improving the shopping strip for the benefit of all traders.
- Rate concessions are available for recreational land and pensioners. We are one of only a few councils that provide a pensioner rate rebate in addition to the Victorian Government pensioner rate rebate.
- Self-funded retirees are entitled to request a deferral of their rates indefinitely at a discounted interest rate. Persons experiencing financial hardship may also, subject to application and financial assessment, access this benefit.

Use of borrowings

Our borrowings strategy is supported by the following principles:

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

Infrastructure and asset management

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

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

Our 10-Year Financial Plan

Financial resource planning assumptions and risks

Financial assumptions

- The Financial Plan is updated annually following a review of internal financial results and changes in the external environment. Following this, scenario analysis is performed to test key assumptions and to prepare a 10-year forecast that best represents our expected financial performance given those assumptions
- The financial information used for 2020/21 (the base year) is based on the June 2020 forecast prepared in April. The revenue and expenditure associated with growth has been separated from all other activities for the purposes of this Financial Plan. The assumptions associated with growth are included in the Planning for growth section.

The table opposite provides a detailed explanation of planning assumptions.

Item
Consumer Price Index (CPI)
Rates cap - base case (ESC recommended methodology)
Growth in the rate base
Parking revenue
User fees and charges
Open space contributions
Government grants
Interest received
Employee costs
Contract services, professional services, materials and other expenditure
Bad and doubtful debts
Utility costs
Service growth
Depreciation
Operating projects
Capital projects
Borrowings
Reserves

2020/21	2021/22	2022/23	2023/24	2029/30
2.0 %	1.20 %	1.50 %	1.90 %	2.30 %
Based on the most recent forecast from the Deloitte Access Economic Business Outlook for the Victorian Consumer Price Index.				
2.0 %	1.75 %	1.75 %	2.00 %	2.25 %
There remains some uncertainty regarding the level of the rates cap in future years.				
Growth reduced in the short to medium term between 0.5 to 0.9 per cent in 2024/25 and a 1.3 per cent per annum in the out-years based on population growth data from Profile ID and Fishermans Bend Taskforce				
Parking revenue reduced in 2020/21 due to the impact of COVID-19. Future parking revenue base to be five per cent lower, offset by population growth and annual fees increased linked to the CPI plus 0.25 percentage points per annum from 2020/21 and fines to increase by CPI per annum.				
User fees and charges is linked to the CPI plus 0.25 percentage points per annum from 2020/21.				
Open Space contributions reduced in 2020/21 and 2021/22 as COVID-19 is expected to impact developments. Out years to remain at constant at the long-term average of \$4.2 million per annum plus forecast open space contributions from Fishermans Bend.				
Ongoing operating grants to increase by CPI. Capital grants are based on identified funding. The out-years set at \$1.4 million plus CPI indexation.				
0.60 %	0.50 %	1.20 %	2.10 %	3.00 %
Based on the Deloitte Access Economic Business Outlook forecast for the 90-day bank bill rate plus 50 basis points.				
2.00 %	2.00 %	1.75 %	2.00 %	2.25 %
Current Enterprise Agreement due to expire in 2021/22. The plan assumes future EAs linking to the rates cap. Superannuation Guarantee Charge expected to increase from 9.5 per cent to 10 per cent in 2021/22 and gradual increase to 12 per cent by 2025/26.				
Increased by CPI or contractual agreements. Budget 2020/21 includes several cost pressures that are expected to be ongoing including:				
<ul style="list-style-type: none"> • tender pricing of new contracts increased above CPI including kerbside collection • Victorian Government Landfill Levies increase by 91 per cent over three financial years • insurance premiums - we are working with the Local Government sector towards a collaborative procurement of this service to mitigate this cost pressure • additional expenditure requirement to address security and public safety concerns. 				
Provision for the introduction of Advanced Waste Treatment which will minimise waste to landfills has been factored in year 2026/27 at an additional 15 per cent cost increase. Provision for new FOGO waste service from 2022/23.				
Long term Parking Infringement Debts are lodged and managed by Fines Victoria. In 2018 Fines Victoria implemented a system upgrade that has caused disruption with the collection of debts. The plan includes \$1.2 million of additional bad debt write-off in 2020/21 due to this issue and assumes gradual improvements.				
Utility costs are expected to be higher than CPI at 3.3 per cent per annum. Water charges have increased significantly in the last couple of years reflecting higher usage mainly caused by below average rainfall - the plan assumes this is ongoing.				
The cost of service growth is equivalent to the increase in rates revenue attributable to increase in the rates base (that is, it is assumed that the benefit of new assessments is wholly offset by the cost to service them).				
Depreciation will increase as a product of new assets being created consistent with the planned capital program.				
Total operating projects to be capped to \$5.5 million from 2022/23 (including \$1 million of Cloud-based expenditure) and indexed with annual CPI.				
Capital projects consistent with the details planned over the Strategic Resource Plan. Annual capital project budgets will target renewal gap ratio greater than 100 per cent and capital replacement ratio greater than 150 per cent.				
Assumes repayment of existing \$7.5 million loan due to mature in 2021/22. We will consider borrowings when reviewing and developing the Council Plan and Budget. The prudent use of borrowing is to be consistent with our principles of smoothing out major financial shocks, inter-generational significant projects and for growth related capital projects.				
The use of reserves remains consistent with past practice. This includes the following assumptions:				
<ul style="list-style-type: none"> • General reserves will be maintained at levels sufficient to ensure operational liquidity and for contingencies • Drawdowns for unbudgeted material expenditure must be matched with planned replenishment over the Plan period or the useful life of the relevant assets • Open space receipts and outgoings are equivalent in the out-years beyond the SRP • Sustainable transport reserve receipts and out-goings are equivalent in the out-years beyond the SRP • Proceeds from sale of non-strategic properties are quarantined in reserves for future strategic property acquisitions and development • 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. 				

Our 10-Year Financial Plan

Financial risks

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

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

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

Key financial risks

Probability	Consequence	Risk rating	Mitigation	Residual risk
Fishermans Bend Funding Gap				
Almost Certain	Extreme	Catastrophic	Council officers are actively involved in the funding and financing plan. Council will only be the development authority at an individual project basis where the project funding risk to Council is considered immaterial.	Medium
The risk of COVID-19 lasting longer and impact more severe than projected				
Possible	Extreme	Catastrophic	Business Continuity Plan put in place. Officers are monitoring and modelling the financial impact on a regular basis. Services are being reviewed and tight fiscal control is in place.	Medium
The introduction of the Fishermans Bend Infrastructure Contribution Plan may result in the loss of future Open Space Contributions. The reserve has a deficit of \$6.5 million				
Likely	Major	High	Council officers are actively advocating with the Fishermans Bend Taskforce to seek future Open Space Contributions equivalent to the Fishermans Bend Open Space Reserve deficit.	Medium
Future unfunded defined benefits superannuation call occurring				
Likely	Major	High	Council monitors its Vested Benefits Index on a quarterly basis to avoid material shortfall calls. Council has some cash reserves to drawdown in the short-term for shortfall calls. However, Council will need to replenish the reserves over the longer term.	Medium
Waste sector disruptions and changes to EPA landfill levies				
Likely	Major	High	Officers are preparing the funding and financing of the Don't Waste It! Strategy beyond year four. Financial Strategies to fund include borrowings, additional revenue and separate waste charge are under consideration.	Medium

Probability	Consequence	Risk rating	Mitigation	Residual risk
Not realising full benefits of Customer Experience and Transformation				
Possible	Major	High	Program currently being implemented and actively governed including benefits tracking reporting to Executive and Council.	Medium
Rates cap lower than CPI.				
<ul style="list-style-type: none"> • A 0.1 % lower than CPI = \$0.13 million reduction per annum • A 1 % reduction in the first year (2020/21) will reduce rates income by \$15m over the life of the Plan 				
Possible	Major	High	Our financial strategy will be reviewed and financial levers adjusted to ensure we are financially sustainable.	Medium
Lower property development growth than projected - between 0.5 % to 1.3 %. A 0.1 % lower than CPI = \$129,000 p.a.				
Possible	Major	High	Our financial strategy will be reviewed and financial levers adjusted to ensure we are financially sustainable. Noting that the Plan assumes expenditure growth in line with population growth.	Medium
Fines Victoria system issues impacting the collection of outstanding parking fines				
Almost Certain	Moderate	High	Officers are in regular contact with Fines Victoria. This has been highlighted as a risk to the Strategic Risk Internal Audit Committee. Escalate with other impacted Councils to advocate for compensation or fee waiver.	High
Soil contamination on Council land (owned and managed)				
Almost Certain	Major	High	Soil contamination testing on key sites to quantify likely financial impact.	High
Lower than expected parking revenue. Volatility impacted by macro-economic environment. A 1 % reduction = \$380,000				
Almost Certain	Moderate	Medium	Impacts likely to be a one-off. Council can draw down on reserves or reprioritise expenditure to address temporary shortfall.	Low

Our 10-Year Financial Plan

Planning for growth

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

The proposed development in the FBURA will create unprecedented financial challenges for Council as it copes with making significant investment ahead of future revenue

streams. While work is underway to finalise the FBURA funding and financing plan, uncertainty remains regarding the timing and extent of FBURA infrastructure funding that Council will provide.

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

- community facilities and netball courts in a joint development with a proposed primary school at Ferrars Street, South Melbourne completed in 2018
- strategic open space acquisition 'Kirrip Park' and associated remediation and improvement

works fit for open space use

- streetscape works needed to make the proposed school safe and accessible.

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

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

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

Non-financial resources

Council culture

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

Council staff

Our employees are our key resource. We have a diverse workforce of committed individuals with an extensive range of skills and experience. We aspire to be an employer of choice and to operate collectively as one organisation focused on achieving the Council

Plan objectives. To enable this, we are committed to professional development, mentoring, open communication and maintaining a safe and respectful working environment.

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

- manage and prioritise projects with the support of new processes and systems
- focus on identifying and realising efficiency savings
- achieve better service and financial outcomes through continuous process improvement initiatives

- perform detailed service reviews with an objective of improving overall value
- make more informed asset management decisions
- leverage technology to improve customer service
- undertake long-term planning and performance measurement.

FINANCIAL STATEMENTS

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

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

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Our 10-Year Financial Plan

Changes subsequent to the preparation of this document

This document is based on the officers' recommendations for the Council report to endorse the draft Budget 2020/21 for community consultation. At the 17 June Council meeting, Council agreed to two changes that impact on the financial statements relating to:

- reinstating \$10,000 in 2020/21 in project funding for Friends of Suai/Covalima for the length of the current Friends of Suai/Covalima agreement
- replacing the \$50,000 budget allocation in 2020/21 in the draft budget document and \$2,236,000 forecast allocation in 2021/22 for the Port Phillip EcoCentre Redevelopment Project with \$926,000 in 2020/21 and \$1,702,500 in 2021/22 subject to receiving partnership funding of \$2.75 million for 50 per cent of the project costs, noting that bringing forward funding to the 2020/21 financial year will require a drawdown on reserves in order to maintain the cumulative cash surplus of close to \$1 million and that Council's budget provision for future financial years would need to be reduced to replenish any drawdown.

The financial statements in the following pages have not been adjusted to reflect this decision. The impact of the Council decisions on our financial statements for 2020/21 are summarised in the table below:

	Operating surplus \$'000	Cash surplus \$'000	Cash balance \$'000	Capital works \$'000
Impact on 2020/21 financials				
Draft Budget 2020/21 as presented in this document	(16,934)	993	76,017	25,733
Net asset revaluation increment (decrement)				
• Friends of Suai project funding - reinstatement of \$10,000	(10)	(10)	(10)	0
• EcoCentre - bring forward project funding to \$926k subject to 50 per cent partner funding	998	0	(876)	1,875
Updated draft Budget 2020/21 for community consultation	(15,946)	983	75,131	27,608



Comprehensive income statement

		Forecast \$,000	Budget \$,000	Projections \$,000								
Notes	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Income												
Rates and charges		129,018	132,585	135,377	138,049	141,102	144,473	148,946	153,779	158,744	163,956	169,333
Statutory fees and fines												
• Parking fines	1	17,674	14,993	19,250	19,635	20,168	20,571	20,982	21,402	21,830	22,267	22,712
• Other statutory fees and fines		1,810	3,675	3,749	3,924	4,102	4,284	4,470	4,559	4,650	4,743	4,838
User fees												
• Parking fees	1	16,641	15,515	19,334	19,792	20,332	20,850	21,381	21,968	22,614	23,256	23,869
• Other user fees		21,050	17,135	19,462	19,857	20,745	21,301	21,821	22,397	23,033	23,664	24,265
Grants - operating		12,003	9,386	10,061	10,212	10,406	10,635	10,869	11,130	11,419	11,704	11,973
Grants - capital		3,249	3,370	6,545	3,675	1,430	1,460	1,490	1,530	1,570	1,610	1,650
Contributions - monetary	2	10,362	2,532	2,496	4,868	7,970	9,510	7,970	7,970	6,230	6,230	6,230
Other income	3	25,028	19,114	21,472	24,153	25,057	26,071	26,364	27,078	28,167	29,773	30,259
Total income		236,835	218,304	237,747	244,165	251,312	259,155	264,293	271,813	278,257	287,203	295,129
Expenses												
Employee costs		94,675	91,046	94,144	95,406	97,949	100,739	104,505	107,963	111,534	115,310	119,125
Materials and services	4	84,279	91,011	85,138	86,429	84,633	84,528	85,791	87,985	89,723	91,471	95,294
Bad and doubtful debts		4,637	5,141	4,862	4,595	4,082	3,571	3,650	3,738	3,835	3,931	4,022
Depreciation		25,799	25,276	25,963	26,748	27,665	28,697	29,769	30,940	32,221	33,522	34,807
Amortisation		701	950	961	975	994	1,016	1,038	1,063	1,091	1,118	1,144
Borrowing costs		349	349	349	-	-	-	-	-	-	-	-
Financial costs - leases		75	75	106	69	89	99	97	96	101	110	110
Other expenses	5	18,021	17,873	17,943	18,212	18,558	18,966	18,884	19,337	19,840	20,337	20,804
Net (gain)/loss on disposal of property, infrastructure, plant and equipment		1,353	3,896	5,401	5,484	5,592	5,718	5,848	5,992	6,152	6,310	6,459
Total expenses		229,889	235,617	234,868	237,918	239,562	243,335	249,582	257,115	264,497	272,109	281,766
Operating surplus/(deficit) for the year	6	6,946	(17,313)	2,879	6,247	11,750	15,820	14,711	14,699	13,760	15,093	13,363

Notes

- 1. Parking fines and fees** - The Budget 2020/21 includes a lower utilisation of paid parking and lower fines due to the impact of COVID-19. A five per cent reduction to our base revenue in the outyears factoring likely increased in work from home employment arrangements.
- 2. Contributions - monetary** - Open Space contributions reduced in 2020/21 and 2021/22 as COVID-19 is expected to impact developments. Outyears remains constant at \$4.2 million per annum plus forecast open space contributions from Fishermans Bend.

- 3. Other income** - In accordance with accounting standard AASB16 Leases Council has budgeted for the first time \$10.1 million of non-cash subsidised rent to community organisations as revenue and matching expenditure (other expenses).
- 4. Materials and services** - The Budget 2020/21 includes \$9.6 million of expenditure due to the technology shift to Cloud-based managed services that will reclassify to operating expenditure rather than capital investment. The total program is expected to deliver \$40 million of productivity and efficiency savings, much greater than the total program cost of \$23 million.

- 5. Other expenses** - In accordance with accounting standard AASB16 Leases Council has budgeted for the first time \$10.1 million of non-cash subsidised rent to community organisations as expenditure and matching revenue (other income).
- 6. Operating Surplus/(Deficit) for the year** - An operating deficit is expected in Budget 2020/21 impact by the item identified in note 2 and COVID-19. A \$1.14 million cash surplus is expected in Budget 2020/21 due to efficiency savings, service level reductions, portfolio reductions and operating expenditure reductions to address the \$31 million revenue impact from COVID-19.

Income statement converted to cash

Notes	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Operating surplus/ (deficit) for the year	6,946	(17,313)	2,879	6,247	11,750	15,820	14,711	14,699	13,760	15,093	13,363
Adjustments for non-cash operating items											
Add back depreciation and amortisation	26,500	26,226	26,924	27,723	28,659	29,713	30,807	32,003	33,312	34,640	35,951
Add back written- down value of asset disposals	1,341	7,951	5,851	5,934	6,042	6,168	6,298	6,442	6,602	6,760	6,909
Add back balance sheet work in progress reallocated to operating	1,798	1,200	1,214	1,232	1,255	1,283	1,311	1,342	1,377	1,411	1,443
Adjustments for investing items											
Less capital expenditure (deferrals funded from reserves)	1 (22,350)	(31,172)	(42,392)	(41,579)	(42,320)	(44,119)	(45,690)	(47,568)	(49,557)	(51,534)	(53,561)
Adjustments for financing items											
Less loan repayments	-	-	(7,500)	-	-	-	-	-	-	-	-
Less lease repayments	(698)	(648)	(961)	(876)	(894)	(1,016)	(1,039)	(1,064)	(1,091)	(1,118)	(1,144)
Add new borrowings	-	-	-	-	-	-	-	-	-	-	-
Adjustments for reserve movements											
Statutory reserve drawdown/ (replenish)	(3,886)	515	712	(163)	340	(2,882)	(2,950)	(2,950)	(1,210)	(1,210)	(1,210)
Discretionary reserve drawdown/ (replenish)	(10,954)	14,816	12,834	1,346	(4,858)	(4,958)	(3,464)	(2,887)	(3,223)	(4,105)	(1,687)
Cash surplus/ (deficit) for the year	(1,303)	1,575	(440)	(137)	(27)	9	(16)	18	(30)	(63)	65
Opening balance - cash surplus	862	(441)	1,135	695	558	531	540	524	542	512	449
Closing cash surplus balance	(441)	1,135	695	558	531	540	524	542	512	449	514

Notes

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

Balance sheet

	Forecast \$,000	Budget \$,000	Projections \$,000								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Assets											
Current assets											
Cash and cash equivalents	14,363	8,280	1,011	1,540	2,947	5,800	7,229	8,185	7,766	9,205	7,337
Trade and other receivables	15,022	15,052	15,070	15,093	15,122	15,155	15,188	15,224	15,264	15,302	15,337
Other financial assets	75,000	75,000	69,000	68,000	72,000	78,000	84,000	90,000	96,000	101,000	107,000
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Other assets	3,699	3,706	3,710	3,716	3,723	3,731	3,739	3,748	3,758	3,767	3,776
Total current assets	108,084	102,038	88,791	88,349	93,792	102,686	110,156	117,157	122,788	129,274	133,450
Non-current assets											
Investments in associates and joint ventures	347	347	347	347	347	347	347	347	347	347	347
Other financial assets	616	616	616	616	616	616	616	616	616	616	616
Other financial assets	3,137,049	3,258,634	3,267,998	3,406,745	3,414,104	3,559,710	3,568,022	3,721,383	3,730,740	3,892,324	3,902,725
Property, infrastructure, plant and equipment	1,295	945	1,234	1,220	1,202	1,181	1,159	1,134	1,107	1,080	1,055
Total non-current assets	3,139,307	3,260,542	3,270,195	3,408,929	3,416,269	3,561,853	3,570,144	3,723,481	3,732,810	3,894,367	3,904,743
Total assets	3,247,391	3,362,580	3,358,986	3,497,278	3,510,061	3,664,540	3,680,300	3,840,638	3,855,597	4,023,641	4,038,193
Liabilities											
Current liabilities											
Trade and other payables	9,330	16,517	16,715	16,966	17,288	17,668	18,057	18,490	18,971	19,445	19,892
Trust funds and deposits	5,618	5,730	5,799	5,886	5,998	6,130	6,265	6,415	6,582	6,747	6,902
Trust funds and deposits	14,496	14,844	15,245	15,702	16,142	16,594	17,059	17,537	18,028	18,533	19,052
Provisions	-	7,500	-	-	-	-	-	-	-	-	-
Interest-bearing loans and borrowings	320	342	329	414	396	274	251	226	199	172	146
Total current liabilities	29,764	44,933	38,088	38,968	39,824	40,666	41,632	42,668	43,780	44,897	45,992
Non-current liabilities											
Provisions	2,586	2,648	2,719	2,801	2,879	2,960	3,043	3,128	3,216	3,306	3,399
Provisions	7,500	-	-	-	-	-	-	-	-	-	-
Interest-bearing loans and borrowings	474	404	706	706	806	906	906	906	906	906	906
Total non-current liabilities	10,560	3,052	3,425	3,507	3,685	3,866	3,949	4,034	4,122	4,212	4,305
Total liabilities	40,324	47,985	41,513	42,475	43,509	44,532	45,581	46,702	47,902	49,109	50,297
Net assets	3,207,067	3,314,595	3,317,474	3,454,802	3,466,552	3,620,008	3,634,719	3,793,936	3,807,695	3,974,533	3,987,896
Equity											
Accumulated surplus	637,775	635,794	652,218	659,648	666,879	674,858	683,155	692,017	701,344	711,122	721,588
Asset revaluation reserve	2,496,804	2,621,644	2,621,644	2,752,726	2,752,726	2,890,362	2,890,362	3,034,880	3,034,880	3,186,624	3,186,624
Other reserves	72,488	57,157	43,611	42,429	46,947	54,787	61,201	67,039	71,471	76,787	79,684
Total equity	3,207,067	3,314,595	3,317,474	3,454,802	3,466,552	3,620,008	3,634,719	3,793,936	3,807,695	3,974,533	3,987,896

Statement of changes in equity

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
2021				
Balance at beginning of the financial year	3,207,067	637,775	2,496,804	72,488
Comprehensive result	(17,313)	(17,313)	-	-
Net asset revaluation increment (decrement)	124,840	-	124,840	-
Transfer to other reserves	-	(13,051)	-	13,051
Transfer from other reserves	-	28,382	-	(28,382)
Balance at end of the financial year	3,314,595	635,794	2,621,644	57,157
2022				
Balance at beginning of the financial year	3,314,595	635,794	2,621,644	57,157
Comprehensive result	2,879	2,879	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(8,885)	-	8,885
Transfer from other reserves	-	22,431	-	(22,431)
Balance at end of the financial year	3,317,474	652,218	2,621,644	43,611
2023				
Balance at beginning of the financial year	3,317,474	652,218	2,621,644	43,611
Comprehensive result	6,247	6,247	-	-
Net asset revaluation increment (decrement)	131,082	-	131,082	-
Transfer to other reserves	-	(11,149)	-	11,149
Transfer from other reserves	-	12,332	-	(12,332)
Balance at end of the financial year	3,454,802	659,648	2,752,726	42,429
2024				
Balance at beginning of the financial year	3,454,802	659,648	2,752,726	42,429
Comprehensive result	11,750	11,750	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(13,658)	-	13,658
Transfer from other reserves	-	9,140	-	(9,140)
Balance at end of the financial year	3,466,552	666,879	2,752,726	46,947
2025				
Balance at beginning of the financial year	3,466,552	666,879	2,752,726	46,947
Comprehensive result	15,820	15,820	-	-
Net asset revaluation increment (decrement)	137,636	-	137,636	-
Transfer to other reserves	-	(15,260)	-	15,260
Transfer from other reserves	-	7,420	-	(7,420)
Balance at end of the financial year	3,620,008	674,858	2,890,362	54,787

Statement of changes in equity

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
2026				
Balance at beginning of the financial year	3,620,008	674,858	2,890,362	54,787
Comprehensive result	14,711	14,711	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(13,784)	-	13,784
Transfer from other reserves	-	7,370	-	(7,370)
Balance at end of the financial year	3,634,719	683,155	2,890,362	61,201
2027				
Balance at beginning of the financial year	3,634,719	683,155	2,890,362	61,201
Comprehensive result	14,699	14,699	-	-
Net asset revaluation increment (decrement)	144,518	-	144,518	-
Transfer to other reserves	-	(14,207)	-	14,207
Transfer from other reserves	-	8,370	-	(8,370)
Balance at end of the financial year	3,793,936	692,017	3,034,880	67,039
2028				
Balance at beginning of the financial year	3,793,936	692,017	3,034,880	67,039
Comprehensive result	13,760	13,760	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(12,203)	-	12,203
Transfer from other reserves	-	7,770	-	(7,770)
Balance at end of the financial year	3,807,695	701,344	3,034,880	71,471
2029				
Balance at beginning of the financial year	3,807,695	701,344	3,034,880	71,471
Comprehensive result	15,093	15,093	-	-
Net asset revaluation increment (decrement)	151,744	-	151,744	-
Transfer to other reserves	-	(12,685)	-	12,685
Transfer from other reserves	-	7,370	-	(7,370)
Balance at end of the financial year	3,974,533	711,122	3,186,624	76,787
2030				
Balance at beginning of the financial year	3,974,533	711,122	3,186,624	76,787
Comprehensive result	13,363	13,363	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(11,467)	-	11,467
Transfer from other reserves	-	8,570	-	(8,570)
Balance at end of the financial year	3,987,896	721,588	3,186,624	79,684

Statement of cash flows

Notes	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Cash flows from operating activities											
Rates and charges	129,018	132,585	135,377	138,049	141,102	144,473	148,946	153,779	158,744	163,956	169,333
Statutory fees and fines											
- Parking fines	13,109	10,027	14,525	15,139	16,187	17,103	17,438	17,773	18,107	18,451	18,808
- Other statutory fees and fines	1,808	3,673	3,747	3,922	4,100	4,282	4,468	4,557	4,648	4,741	4,836
User fees											
- Parking fees	18,297	17,059	21,259	21,763	22,357	22,927	23,511	24,157	24,867	25,574	26,248
- Other user fees	22,950	18,549	21,151	21,620	22,585	23,188	23,753	24,378	25,067	25,756	26,414
Grants - operating	12,003	9,386	10,061	10,212	10,406	10,635	10,869	11,130	11,419	11,704	11,973
Grants - capital	3,249	3,370	6,545	3,675	1,430	1,460	1,490	1,530	1,570	1,610	1,650
Contributions - monetary	10,362	2,532	2,496	4,868	7,970	9,510	7,970	7,970	6,230	6,230	6,230
Interest received	1,704	552	442	986	1,449	1,644	1,700	1,822	2,255	2,913	3,081
Net trust funds taken	53,210	54,274	54,881	55,721	56,803	58,070	59,348	60,784	62,378	63,931	65,388
Other receipts	14,592	9,354	11,939	14,120	14,388	15,033	15,033	15,394	15,794	16,519	16,569
Net GST refund	6,654	8,871	8,562	8,344	8,089	8,104	8,248	8,519	8,743	8,938	9,412
Employee costs	(94,765)	(90,826)	(93,933)	(95,132)	(97,702)	(100,482)	(104,239)	(107,688)	(111,250)	(115,017)	(118,821)
Materials and services	(102,451)	(94,535)	(96,103)	(97,374)	(95,372)	(95,337)	(96,834)	(99,346)	(101,358)	(103,436)	(107,824)
Trust funds and deposits repaid	(53,100)	(54,162)	(54,812)	(55,634)	(56,691)	(57,938)	(59,213)	(60,634)	(62,211)	(63,766)	(65,233)
Other payments	(8,766)	(8,603)	(8,547)	(8,675)	(8,840)	(9,034)	(8,683)	(8,891)	(9,122)	(9,351)	(9,566)
Net cash provided by operating activities	27,874	22,105	37,591	41,603	48,261	53,637	53,806	55,233	55,880	58,753	58,498
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(22,350)	(31,172)	(42,392)	(41,579)	(42,320)	(44,119)	(45,690)	(47,568)	(49,557)	(51,534)	(53,561)
Proceeds from the sale of property, infrastructure, plant and equipment	218	4,055	450	450	450	450	450	450	450	450	450
Payments for investments	(6,500)	-	-	-	(4,000)	(6,000)	(6,000)	(6,000)	(6,000)	(5,000)	(6,000)
Proceeds from sale of investments	-	-	6,000	1,000	-	-	-	-	-	-	-
Net cash used in investing activities	(28,632)	(27,117)	(35,942)	(40,129)	(45,870)	(49,669)	(51,240)	(53,118)	(55,107)	(56,084)	(59,111)

Statement of cash flows

Notes	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Cash flows from financing activities											
Finance costs	(349)	(349)	(349)	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	1	-	(7,500)	-	-	-	-	-	-	-	-
Interest paid - lease liabilities	(75)	(75)	(106)	(69)	(89)	(99)	(97)	(96)	(101)	(110)	(110)
Repayment of lease liabilities	(698)	(648)	(961)	(876)	(894)	(1,016)	(1,039)	(1,064)	(1,091)	(1,118)	(1,144)
Net cash provided by / (used in) financing activities	(1,122)	(1,072)	(8,917)	(945)	(983)	(1,115)	(1,136)	(1,159)	(1,192)	(1,229)	(1,254)
Net increase (decrease) in cash and cash equivalents	(1,880)	(6,084)	(7,268)	529	1,408	2,853	1,430	957	(419)	1,441	(1,867)
Cash and cash equivalents at beginning of year	16,243	14,363	8,280	1,012	1,541	2,948	5,801	7,231	8,188	7,769	9,210
Cash and cash equivalents at end of year	14,363	8,280	1,012	1,541	2,948	5,801	7,231	8,188	7,769	9,210	7,343

Notes

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

Statement of capital works

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Land improvements (marine assets)	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Building improvements	8,457	12,992	14,508	11,320	15,619	16,467	17,351	17,880	18,695	19,962	21,121
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Total buildings	8,457	12,992	14,508	11,320	15,619	16,467	17,351	17,880	18,695	19,962	21,121
Total property	8,457	12,992	14,508	11,320	15,619	16,467	17,351	17,880	18,695	19,962	21,121
Plant and equipment											
Plant, machinery and equipment	829	923	700	700	800	818	836	856	878	900	920
Fixtures, fittings and furniture	872	116	-	-	50	50	51	52	54	55	56
Computers and telecommunications	398	750	1,100	650	768	785	803	1,200	800	820	839
Heritage and artworks	35	30	30	30	31	31	32	33	34	35	35
Library books	886	652	952	952	873	892	912	934	958	982	1,004
Motor vehicles	453	914	1,225	1,122	1,104	1,104	1,204	1,282	1,062	1,122	1,282
Total plant and equipment	3,473	3,385	4,007	3,454	3,626	3,680	3,837	4,356	3,785	3,913	4,137
Infrastructure											
Roads	2,226	2,636	3,682	4,735	4,601	4,522	4,624	4,737	4,863	4,987	5,104
Bridges	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	1,274	1,445	3,390	2,370	3,078	3,352	3,426	3,508	4,024	4,124	4,219
Drainage	1,891	965	1,540	2,140	2,950	2,950	3,015	3,327	3,663	3,755	3,841
Parks, open space and streetscapes	4,925	9,649	15,004	17,300	12,179	12,876	13,159	13,475	14,235	14,493	14,832
Off street car park	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	104	100	260	260	266	272	278	285	292	300	307
Total infrastructure	10,420	14,795	23,877	26,805	23,074	23,972	24,502	25,332	27,077	27,659	28,302
Total capital works expenditure	22,350	31,172	42,392	41,579	42,320	44,119	45,690	47,568	49,557	51,534	53,561

Statement of capital works

	Forecast \$,000	Budget \$,000	Projections \$,000								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Represented by											
New asset expenditure	1,653	1,524	1,684	1,309	949	4,412	4,569	4,757	4,956	5,153	5,356
Asset renewal expenditure	10,182	16,932	18,989	21,661	21,623	24,265	25,129	26,162	27,256	28,343	29,458
Asset expansion expenditure	8,455	12,638	20,924	17,702	17,063	13,236	13,707	14,270	14,867	15,460	16,068
Asset upgrade expenditure	2,060	78	795	907	2,685	2,206	2,284	2,378	2,478	2,577	2,678
Total capital works expenditure	22,350	31,172	42,392	41,579	42,320	44,119	45,690	47,568	49,557	51,534	53,561
Funding sources represented by											
Grants	3,249	3,370	6,545	3,675	1,430	1,460	1,490	1,530	1,570	1,610	1,650
Contributions	334	-	-	-	-	-	-	-	-	-	-
Reserves	15,226	10,957	13,562	11,170	7,588	7,420	7,370	7,370	7,770	7,370	8,570
Council cash	3,541	16,845	22,285	26,734	33,302	35,239	36,830	38,668	40,217	42,554	43,341
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	22,350	31,172	42,392	41,579	42,320	44,119	45,690	47,568	49,557	51,534	53,561

Budget 2020/21 capital projects

Capital works area	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Property												
Buildings												
Children's Centres Improvement Program	-	-	-	-	-	-	-	-	-	-	-	-
EcoCentre Redevelopment	-	1,975	1,975	-	494	1,481	-	867	-	182	927	-
Energy Efficiency and Solar Program	10	40	50	-	-	20	20	-	-	-	50	-
Public Toilet Plan Implementation Program	30	725	755	-	508	218	-	-	-	250	505	-
South Melbourne Market Stall Changeover Refits	75	50	125	-	30	20	-	-	-	-	125	-
South Melbourne Market External Food Hall Upgrade	-	-	-	-	-	-	-	-	-	-	-	-
Building Renewal and Upgrade Program	200	1,625	1,825	-	975	650	-	-	-	-	1,825	-
Children's Centre Minor Capital Works	30	140	170	-	84	56	-	-	-	170	-	-
South Melbourne Market Renewal Program	45	5	50	-	5	-	-	-	-	-	50	-
Building Safety and Accessibility Program	120	1,052	1,172	263	316	473	-	-	-	-	1,172	-
Building Safety Corrective Actions	-	390	390	-	390	-	-	-	-	390	-	-
South Melbourne Market Building Compliance Works	30	350	380	-	140	210	-	-	-	250	130	-
South Melbourne Market Public Safety Improvements	50	310	360	-	233	78	-	-	-	-	360	-
Total buildings	590	6,662	7,252	263	3,173	3,206	20	867	-	1,242	5,144	-
Total property	590	6,662	7,252	263	3,173	3,206	20	867	-	1,242	5,144	-

Budget 2020/21 capital projects

Capital works area	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Plant and equipment												
Plant, machinery and equipment												
Parking Technology Renewal and Upgrade Program	-	350	350	-	175	175	-	-	-	-	350	-
Plant and Equipment Renewal and Upgrade Program	-	573	573	-	287	287	-	-	-	-	573	-
Total plant, machinery and equipment	-	923	923	-	462	462	-	-	-	-	923	-
Fixtures, fittings and furniture												
Total fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications												
Core IT Infrastructure Renewal and Upgrade Program	100	750	850	-	750	-	-	-	-	-	850	-
Total computers and telecommunications	100	750	850	-	750	-	-	-	-	-	850	-
Heritage plant and equipment												
Art Acquisition	-	30	30	15	-	15	-	-	-	-	30	-
Total heritage plant and equipment	-	30	30	15	-	15	-	-	-	-	30	-
Library books												
Library Purchases	-	652	652	-	652	-	-	-	-	-	652	-
Total library books	-	652	652	-	652	-	-	-	-	-	652	-
Motor vehicles												
Council Fleet Renewal Program	-	914	914	-	914	-	-	-	-	-	914	-
Total motor vehicles	-	914	914	-	914	-	-	-	-	-	914	-
Total plant and equipment	100	3,269	3,369	15	2,778	477	-	-	-	-	3,369	-
Infrastructure												
Roads												
Blackspot Safety Improvements	50	228	278	-	171	57	-	278	-	-	-	-
Kerb and Gutter Renewal Program	50	388	438	-	272	116	-	-	-	75	363	-
Laneway Renewal and Upgrade Program	30	200	230	-	130	70	-	-	-	-	230	-
Road Renewal Program	150	1,300	1,450	-	1,300	-	-	300	-	-	1,150	-
Wellington Street Upgrade Stage 3	50	200	250	-	160	40	-	-	-	-	250	-
Total roads	330	2,316	2,646	-	2,033	283	-	578	-	75	1,993	-

Capital works area	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Bridges												
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways												
Local Area Traffic Management Infrastructure	-	90	90	-	36	54	-	60	-	-	30	-
Pedestrian Infrastructure Delivery	-	40	40	-	16	24	-	-	-	40	-	-
Footpath Renewal Program	43	500	543	-	400	100	-	-	-	200	343	-
Park Street Bike Link	50	75	125	9	19	38	10	125	-	-	-	-
St Kilda Junction Accessibility	-	100	100	-	100	-	-	-	-	100	-	-
Total footpaths and cycleways	93	805	898	9	571	216	10	185	-	340	373	-
Drainage												
Water Sensitive Urban Design Program	-	50	50	-	-	35	15	-	-	-	50	-
Stormwater Management Program	-	915	915	-	915	-	-	-	-	-	915	-
Total drainage	-	965	965	-	915	35	15	-	-	-	965	-
Parks, open space and streetscapes												
JL Murphy Synthetic Field	-	100	100	-	80	20	-	-	-	100	-	-
Public Space Accessibility Improvement Program	-	50	50	-	13	38	-	-	-	-	50	-
Public Space Lighting Expansion Program	-	-	-	-	-	-	-	-	-	-	-	-
Sport and Recreation Infrastructure Program	40	10	50	-	3	3	5	-	-	25	25	-
Sports Fields Lighting Expansion	-	365	365	110	110	146	-	340	-	25	-	-
Foreshore Assets Renewal and Upgrade Program	100	50	150	-	43	8	-	-	-	-	150	-
Litter Bin Renewal and Expansion Program	-	296	296	59	237	-	-	-	-	-	296	-
Open Space Irrigation Renewal and Upgrade Program	-	50	50	-	25	25	-	-	-	-	50	-
Parks and Playground Renewal and Upgrade Program	50	-	50	-	-	-	-	-	-	50	-	-
Parks Furniture and Pathway Renewal Program	25	125	150	-	63	63	-	-	-	-	150	-
Public Space Lighting Renewal and Upgrade Program	100	1,200	1,300	-	840	360	-	-	-	-	1,300	-
Hostile Vehicle Management Acland Plaza	-	40	40	-	16	24	-	-	-	-	40	-

Budget 2020/21 capital projects

Capital works area	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Hostile Vehicle Management Luna Park and Palais	-	2,800	2,800	-	1,120	1,680	-	650	-	1,175	975	-
Gasworks Arts Park Reinstatement	60	240	300	-	60	180	-	-	-	300	-	-
JL Murphy Playspace Upgrade	50	490	540	-	245	245	-	-	-	-	540	-
Lagoon Reserve Pavilion Replacement	25	75	100	-	75	-	-	-	-	-	100	-
Lagoon Reserve Sport Field Redevelopment	25	25	50	-	13	13	-	-	-	-	50	-
Graham Street Skate Park Upgrade	35	215	250	-	108	108	-	250	-	-	-	-
St Kilda Foreshore Donovan's to Marina Reserve Infrastructure Upgrades (Missing Links)	-	100	100	-	30	70	-	-	-	-	100	-
Northport Oval Upgrade	-	25	25	-	13	13	-	-	-	25	-	-
JL Murphy Multi-purpose Synthetic Field	-	50	50	25	-	25	-	-	-	50	-	-
New Dog Park	-	25	25	-	-	25	-	-	-	25	-	-
North Port Oval (Election project)	25	125	150	-	-	125	-	-	-	-	150	-
Kings Place Plaza Pocket Park	40	140	180	-	70	70	-	-	-	180	-	-
RF Julier Reserve Pavilion Replacement	-	80	80	-	20	60	-	-	-	-	80	-
Rotary Park Playspace Development	50	250	300	125	-	125	-	-	-	140	160	-
Total parks, open space and streetscapes	625	6,926	7,551	319	3,180	3,423	5	1,240	-	2,095	4,216	-
Off-street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure												
Street Signage and Furniture Renewal Program	-	100	100	-	100	-	-	-	-	-	100	-
Total other infrastructure	-	100	100	-	100	-	-	-	-	-	100	-
Total infrastructure	1,048	11,112	12,160	328	6,798	3,956	30	2,003	-	2,510	7,647	-
Total new capital works 2020/21	1,738	21,043	22,781	606	12,749	7,639	50	2,870	-	3,752	16,160	-
Summary												
Property	590	6,662	7,252	263	3,173	3,206	20	867	0	1,242	5,144	0
Plant and equipment	100	3,269	3,369	15	2,778	477	0	0	0	0	3,369	0
Infrastructure	1,048	11,112	12,160	328	6,798	3,956	30	2,003	0	2,510	7,647	0
Total capital works	1,738	21,043	22,781	606	12,749	7,639	50	2,870	0	3,752	16,160	0

Capital works area	Budget \$,000		Asset expenditure types \$,000				Funding sources \$,000					
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Property												
Buildings												
Bubup Nairn Cladding Rectification	63	630	693	-	315	315	-	-	-	693	-	-
Children's Centres Fencing Works	-	430	430	-	215	215	-	-	-	430	-	-
Energy Efficiency and Solar Program	-	57	57	-	-	29	29	-	-	57	-	-
Public Toilet Plan Implementation Program	-	320	320	-	224	96	-	-	-	320	-	-
Building Safety and Accessibility Program	-	1,440	1,440	360	432	648	-	-	-	1,440	-	-
South Melb Market Building Compliance Works	-	1,145	1,145	-	458	687	-	-	-	1,145	-	-
EcoCentre Redevelopment	-	-	-	-	-	-	-	-	-	0	-	-
Palais Theatre Toilets Refurbishment	78	655	733	164	-	491	-	-	-	733	-	-
South Melbourne Town Hall Renewal and Upgrade	20	620	640	-	465	155	-	-	-	640	-	-
Lilian Cannam Fence and Foyer	-	133	133	-	80	53	-	-	-	133	-	-
Workplace Plan Implementation	-	900	900	-	360	540	-	-	-	900	-	-
Total buildings	161	6,330	6,491	524	2,549	3,229	29	-	-	6,491	-	-
Total property	161	6,330	6,491	524	2,549	3,229	29	-	-	6,491	-	-
Plant and equipment												
Computers and telecommunications												
Core IT Infrastructure Renewal and Upgrade Program	-	116	116	-	116	-	-	-	-	116	-	-
Total fixtures, fixings and furniture	-	116	116	-	116	-	-	-	-	116	-	-
Total plant and equipment	-	116	116	-	116	-	-	-	-	116	-	-
Infrastructure												
Roads												
Laneway Renewal and Upgrade Program	-	100	100	-	65	35	-	-	-	100	-	-
Wellington Street Upgrade Stage 3	-	220	220	-	176	44	-	-	-	220	-	-
Total roads	-	320	320	-	241	79	-	-	-	320	-	-
Footpaths and cycleways												
Bike Infrastructure Delivery	130	640	770	160	160	320	-	-	-	770	-	-
Total footpaths and cycleways	130	640	770	160	160	320	-	-	-	770	-	-

Budget 2020/21 capital projects

Capital works area	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Parks, open space and streetscapes												
Public Space Accessibility Improvement Program	-	100	100	-	25	75	-	-	-	100	-	-
Sports Fields Lighting Expansion	-	725	725	218	218	290	-	-	-	725	-	-
Maritime Infrastructure Renewal Program	-	100	100	-	80	20	-	-	-	100	-	-
Parks and Playground Renewal and Upgrade Program	-	600	600	-	300	300	-	-	-	600	-	-
Hostile Vehicle Management Luna Park and Palais		220	220	-	88	132	-	-	-	220	-	-
JL Murphy Playspace Upgrade		350	350	-	175	175	-	-	-	350	-	-
Graham Street Skate Park Upgrade	-	335	335	-	168	168	-	-	-	335	-	-
Adventure Playground Upgrade		58	58	-	9	49	-	-	-	58	-	-
RF Julier Reserve Pavilion Replacement	-	100	100	-	25	75	-	-	-	100	-	-
Rotary Park Playspace Development	-	35	35	18	-	18	-	-	-	35	-	-
St Kilda Pier Foreshore	30	100	130	-	30	70	-	-	-	130	-	-
Total parks, open space and streetscapes	30	2,723	2,753	235	1,117	1,371	-	-	-	2,753	-	-
Total Infrastructure	160	3,683	3,843	395	1,518	1,770	-	-	-	3,843	-	-
Total capital works carried forward from 2019/20	321	10,129	10,450	919	4,183	4,999	29	-	-	10,450	-	-
Summary deferrals												
Property	161	6,330	6,491	524	2,549	3,229	29	0	0	6,491	0	0
Plant and equipment	0	116	116	0	116	0	0	0	0	116	0	0
Infrastructure	160	3,683	3,843	395	1,518	1,770	0	0	0	3,843	0	0
Total capital works deferrals	321	10,129	10,450	919	4,183	4,999	29	0	0	10,450	0	0

Summary of capital works expenditure 2020-24

	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Capital works 2020/21												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	751	12,992	13,743	787	5,722	6,435	49	867	-	7,733	5,144	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	751	12,992	13,743	787	5,722	6,435	49	867	-	7,733	5,144	-
Plant and equipment												
Plant, machinery and equipment	-	923	923	-	462	462	-	-	-	-	923	-
Fixtures, fittings and furniture	-	116	116	-	116	-	-	-	-	116	-	-
Computers and telecommunications	100	750	850	-	750	-	-	-	-	-	850	-
Heritage plant and equipment	-	30	30	15	-	15	-	-	-	-	30	-
Library books	-	652	652	-	652	-	-	-	-	-	652	-
Motor vehicles	-	914	914	-	914	-	-	-	-	-	914	-
Total plant and equipment	100	3,385	3,485	15	2,894	477	-	-	-	116	3,369	-
Infrastructure												
Roads	330	2,636	2,966	-	2,274	362	-	578	-	395	1,993	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	223	1,445	1,668	169	731	536	10	185	-	1,110	373	-
Drainage	-	965	965	-	915	35	15	-	-	-	965	-
Parks, open space and streetscapes	655	9,649	10,304	554	4,297	4,794	5	1,240	-	4,848	4,216	-
Off-street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	-	100	100	-	100	-	-	-	-	-	100	-
Total infrastructure	1,208	14,795	16,003	723	8,316	5,727	30	2,003	-	6,353	7,647	-
Total capital works expenditure 2019/20	2,059	31,172	33,231	1,524	16,932	12,638	78	2,870	-	14,202	16,160	-

Summary of capital works expenditure 2020-24

Capital works 2021/22	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,892	14,508	16,400	313	5,583	8,375	238	1,703	-	4,030	10,668	-
Children's Centres Improvement Program	200	200	400	-	100	100	-	-	-	260	140	-
Bubup Nairm Cladding Rectification	-	-	-	-	-	-	-	-	-	-	-	-
Energy Efficiency and Solar Program	150	325	475	-	-	163	163	-	-	-	475	-
Public Toilet Plan Implementation Program	-	450	450	-	315	135	-	-	-	-	450	-
South Melbourne Market Stall Changeover Refits	75	50	125	-	30	20	-	-	-	-	125	-
South Melbourne Market External Food Hall Upgrade	-	-	-	-	-	-	-	-	-	-	-	-
Building Renewal and Upgrade Program	667	2,118	2,785	-	1,271	847	-	-	-	-	2,785	-
Children's Centre Minor Capital Works	50	200	250	-	120	80	-	-	-	250	-	-
South Melbourne Market Renewal Program	50	150	200	-	135	15	-	-	-	-	200	-
Building Safety and Accessibility Program	600	1,250	1,850	313	375	563	-	-	-	-	1,850	-
South Melbourne Market Building Compliance Works	-	1,500	1,500	-	600	900	-	-	-	-	1,500	-
EcoCentre Redevelopment	-	3,405	3,405	-	1,362	2,043	-	1,703	-	-	1,703	-
Palais Theatre Toilets Refurbishment	-	-	-	-	-	-	-	-	-	-	-	-
South Melbourne Market Public Safety Improvements	-	360	360	-	270	90	-	-	-	-	360	-
South Melbourne Town Hall Renewal and Upgrade	-	3,000	3,000	-	450	2,550	-	-	-	3,000	-	-
St Kilda Library Redevelopment	-	300	300	-	75	150	75	-	-	-	300	-
Workplace Plan Implementation	100	1,200	1,300	-	480	720	-	-	-	520	780	-
Capacity												
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	1,892	14,508	16,400	313	5,583	8,375	238	1,703	-	4,030	10,668	-

	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Capital works 2021/22												
Plant and equipment												
Plant, machinery and equipment	50	700	750	-	350	350	-	-	-	-	750	-
Parking Technology Renewal and Upgrade Program	50	350	400	-	175	175	-	-	-	-	400	-
Plant and Equipment Renewal and Upgrade Program	-	350	350	-	175	175	-	-	-	-	350	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Gasworks Theatre Seats Replacement	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	100	1,100	1,200	-	1,100	-	-	-	-	-	1,200	-
Core IT Infrastructure Renewal and Upgrade Program	100	1,100	1,200	-	1,100	-	-	-	-	-	1,200	-
Customer Experience and Business Transformation Program	-	-	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	-	30	30	15	-	15	-	-	-	-	30	-
Art Acquisition	-	30	30	15	-	15	-	-	-	-	30	-
Library books	-	952	952	-	-	952	-	-	-	-	952	-
Library purchases	-	952	952	-	952	-	-	-	-	-	952	-
Motor vehicles	-	1,225	1,225	-	1,225	-	-	-	-	-	1,225	-
Council fleet renewal	-	1,225	1,225	-	1,225	-	-	-	-	-	1,225	-
Total plant and equipment	150	4,007	4,157	15	2,675	1,317	-	-	-	-	4,157	-
Infrastructure												
Roads	-	3,682	3,682	-	3,176	506	-	817	-	-	2,865	-
Blackspot Safety Improvements	-	517	517	-	388	129	-	517	-	-	-	-
Kerb and Gutter Renewal Program	-	920	920	-	644	276	-	-	-	-	920	-
Laneway Renewal and Upgrade Program	-	245	245	-	159	86	-	-	-	-	245	-
Road Renewal Program	-	2,000	2,000	-	2,000	-	-	300	-	-	1,700	-
Wellington Street Upgrade Stage 3	-	-	-	-	-	-	-	-	-	-	-	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	500	3,390	3,890	320	1,390	1,550	130	1,000	-	1,900	990	-
Bike Infrastructure Delivery	500	800	1,300	200	200	400	-	-	-	1,200	100	-
Local Area Traffic Management Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-
Pedestrian Infrastructure Delivery	-	830	830	-	332	498	-	-	-	700	130	-

	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Capital works 2021/22												
Lagoon Reserve Sport Field Redevelopment	1,500	450	1,950	-	225	225	-	-	-	1,050	900	-
Graham Street Skate Park Upgrade	-	0	-	-	-	-	-	-	-	-	-	-
St Kilda Foreshore Donovan's to Marina Reserve Infrastructure Upgrades (Missing Links)	-	0	-	-	-	-	-	-	-	-	-	-
Northport Oval Upgrade	-	705	705	-	353	353	-	-	-	353	353	-
JL Murphy Multi-purpose Synthetic Field	-	1,600	1,600	800	-	800	-	875	-	725	-	-
New Dog Park	-	250	250	-	-	250	-	-	-	250	-	-
North Port Oval (Election project)	-	1,500	1,500	-	-	1,500	-	1,500	-	-	-	-
Kings Place Plaza Pocket Park	-	1,620	1,620	-	810	810	-	650	-	970	-	-
RF Julier Reserve Pavilion Replacement	800	1,200	2,000	-	300	900	-	-	-	750	1,250	-
Rotary Park Playspace Development	80	200	280	100	-	100	-	-	-	140	140	-
Adventure Playground Upgrade	150	200	350	-	30	170	-	-	-	131	219	-
St Kilda Pier Foreshore Capacity	-	0	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	0	-	-	-	-	-	-	-	-	-	-
Other infrastructure	100	260	360	-	260	-	-	-	-	-	360	-
Street Signage and Furniture Renewal Program	100	260	360	-	260	-	-	-	-	-	360	-
Total infrastructure	4,685	23,877	28,562	1,356	10,713	11,251	557	4,842	-	9,532	14,188	-
Total capital works expenditure 2021/22	6,727	42,392	49,119	1,684	18,971	20,943	795	6,545	-	13,562	29,013	-

Summary of capital works expenditure 2020-24

	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Capital works 2022/23												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	3,265	11,320	14,585	263	4,330	6,453	275	-	-	2,400	12,185	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	3,265	11,320	14,585	263	4,330	6,453	275	-	-	2,400	12,185	-
Plant and equipment												
Plant, machinery and equipment	50	700	750	-	350	350	-	-	-	-	750	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	150	650	800	-	650	-	-	-	-	-	800	-
Heritage plant and equipment	-	30	30	15	-	15	-	-	-	-	30	-
Library books	-	952	952	-	-	952	-	-	-	-	952	-
Motor vehicles	-	1,122	1,122	-	1,122	-	-	-	-	-	1,122	-
Total plant and equipment	200	3,454	3,654	15	2,122	1,317	-	-	-	-	3,654	-
Infrastructure												
Roads	200	4,735	4,935	-	4,084	651	-	700	-	-	4,235	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	420	2,370	2,790	195	1,135	1,040	-	-	-	1,720	1,070	-
Drainage	250	2,140	2,390	-	1,150	783	207	-	-	500	1,890	-
Parks, open space and streetscapes	2,470	17,300	19,770	836	8,558	7,481	425	2,975	-	6,550	10,245	-
Off-street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	100	260	360	-	260	-	-	-	-	-	360	-
Total infrastructure	3,440	26,805	30,245	1,031	15,187	9,955	632	3,675	-	8,770	17,800	-
Total capital works expenditure 2022/23	6,905	41,579	48,484	1,309	21,639	17,725	907	3,675	-	11,170	33,639	-

	Budget \$,000			Asset expenditure types \$,000				Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Capital works 2023/24												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	2,490	15,619	18,109	375	6,266	7,603	1,375	1,030	-	1,400	15,679	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	2,490	15,619	18,109	375	6,266	7,603	1,375	1,030	-	1,400	15,679	-
Plant and equipment												
Plant, machinery and equipment	100	800	900	-	400	400	-	-	-	-	900	-
Fixtures, fittings and furniture	-	50	50	50	-	-	-	-	-	-	50	-
Computers and telecommunications	190	768	958	-	768	-	-	-	-	-	958	-
Heritage plant and equipment	-	31	31	16	-	16	-	-	-	-	31	-
Library books	79	873	952	-	-	873	-	-	-	-	952	-
Motor vehicles	-	1,104	1,104	-	1,104	-	-	-	-	-	1,104	-
Total plant and equipment	369	3,626	3,995	66	2,272	1,289	-	-	-	-	3,995	-
Infrastructure												
Roads	665	4,601	5,266	-	3,968	633	-	400	-	-	4,866	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	420	3,078	3,498	372	1,312	1,394	-	-	-	2,538	960	-
Drainage	325	2,950	3,275	-	1,400	1,265	285	-	-	1,000	2,275	-
Parks, open space and streetscapes	2,620	12,180	14,800	136	6,116	4,903	1,025	-	-	2,650	12,150	-
Off-street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	-	266	266	-	266	-	-	-	-	-	266	-
Total infrastructure	4,030	23,075	27,105	508	13,062	8,195	1,310	400	-	6,188	20,517	-
Total capital works expenditure 2023/24	6,889	42,320	49,209	949	21,601	17,086	2,685	1,430	-	7,588	40,191	-

2020-30 capital program

Strategic Direction 1: We embrace difference, and people belong

Project name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Children										
Bubup Nairn Cladding Rectification Works	693	-	-	-	-	-	-	-	-	-
Children's Centres Improvement Program	563	400	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Children's Centres Minor Capital Works	170	250	200	200	200	200	200	200	200	200
Families and young people										
Adventure Playgrounds Upgrade	58	350	1,400	-	-	-	-	-	-	-
Recreation										
Graham Street Skate Park Upgrade	585	-	-	-	-	-	-	-	-	-
JL Murphy Synthetic Field	100	-	2,500	-	-	-	-	-	-	-
JL Murphy Multi-purpose Synthetic Field	50	1,600	1,500	-	-	-	-	-	-	-
Lagoon Reserve Pavilion Replacement	100	-	4,000	-	-	-	-	-	-	-
Lagoon Reserve Sport Field Redevelopment	50	1,950	-	-	-	-	-	-	-	-
North Port Oval Upgrade	25	705	-	-	-	-	-	-	-	-
North Port Oval (Election project)	150	1,500	2,100	-	-	-	-	-	-	-
RF Julier Reserve Pavilion Replacement	180	2,000	1,000	-	-	-	-	-	-	-
Sport and Recreation Infrastructure Program	50	400	600	600	600	300	300	300	300	300
Sports Fields Lighting Expansion	1,090	200	200	200	200	200	200	200	200	200
Total	3,864	9,355	14,700	2,300	2,300	2,000	2,000	2,000	2,000	2,000

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

Project name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Transport and parking management										
Bike Infrastructure Delivery	770	1,300	1,200	1,200	1,200	1,000	500	500	500	500
Blackspot Safety Improvements	278	517	400	400	400	400	400	400	400	400
Footpath Renewal Program	543	760	760	760	650	650	650	650	650	650
Kerb and Gutter Renewal Program	438	920	920	920	920	920	920	920	920	920
Laneway Renewal and Upgrade Program	330	245	545	415	535	235	235	235	235	235
Local Area Traffic Management Infrastructure	90	-	-	-	-	-	-	-	-	-
Park Street Bike Link	125	1,000	-	-	-	-	-	-	-	-
Parking Technology Renewal and Upgrade Program	350	400	400	400	400	400	400	400	400	400
Pedestrian Infrastructure Delivery	40	830	830	830	830	700	700	700	700	700
St Kilda Junction Safety Upgrade	100	-	-	-	-	-	-	-	-	-
Public Space Accessibility Improvement Program	150	350	350	350	350	350	350	350	350	350
Road Renewal Program	1,450	2,000	3,070	3,070	3,070	3,070	3,070	3,070	3,070	3,070
Wellington Street Upgrade Stage 3	470	-	-	-	-	-	-	-	-	-
Total	5,134	8,322	8,475	8,345	8,355	7,725	7,225	7,225	7,225	7,225

2020-30 capital program

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

Project name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Sustainability										
EcoCentre Redevelopment	1,975	3,405	-	-	-	-	-	-	-	-
Energy Efficiency and Solar Program	107	475	475	250	250	250	250	250	250	250
Open Space Irrigation Renewal and Upgrade Program	50	350	350	350	350	350	350	350	350	350
Stormwater Harvesting Development	-	100	500	1,000	1,000	1,500	-	-	-	-
Water Sensitive Urban Design Program	50	740	740	740	740	600	600	600	600	600
Total	2,182	5,070	2,065	2,340	2,340	2,700	1,200	1,200	1,200	1,200

Strategic Direction 4: We are growing but keeping our character

Project name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Amenity										
Litter Bin Renewal and Expansion Program	296	380	380	380	380	380	380	380	380	380
Plant And Equipment Renewal and Upgrade Program	573	350	350	350	350	350	350	350	350	350
Public Toilet Plan Implementation Program	1,075	450	450	450	450	450	450	450	450	450
Stormwater Management Program	915	1,150	1,150	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Public space										
Foreshore Assets Renewal and Upgrade Program	150	500	500	500	500	500	500	500	500	500
Gasworks Arts Park Reinstatement	300	2,335	1,700	-	-	-	-	-	-	-
JL Murphy Playspace Upgrade	890	-	-	-	-	-	-	-	-	-
Kings Place Plaza Pocket Park	180	1,620	-	-	-	-	-	-	-	-
Kirrip Park Development	-	-	-	-	2,500	2,500	-	-	-	-
Maritime Infrastructure Renewal Program	100	650	650	650	650	650	650	650	650	650
New Dog Park	25	250	-	-	-	-	-	-	-	-
Palais Theatre and Luna Park Precinct Revitalisation	3,020	-	-	-	-	-	-	-	-	-
Parks and Playground Renewal and Upgrade Program	650	990	990	990	990	990	990	990	990	990
Parks Furniture and Pathway Renewal Program	150	350	350	350	350	350	350	350	350	350
Public Space Lighting Expansion Program	-	25	150	150	150	150	150	150	150	150
Public Space Lighting Renewal and Upgrade Program	1,300	975	600	600	600	600	600	600	600	600
Public Space Security Improvements	40	680	200	200	500	500	800	800	800	800
Rotary Park Play Space Development	335	280	-	-	-	-	-	-	-	-
St Kilda Foreshore Infrastructure Upgrades (Missing Links)	100	-	-	-	-	-	-	-	-	-
St Kilda Pier Foreshore	130	-	-	-	-	-	-	-	-	-
Street Signage and Furniture Renewal Program	100	360	360	360	360	360	360	360	360	360
Tram Infrastructure Partnership Delivery	-	200	250	250	250	250	250	250	250	250
Tram Infrastructure Partnership Delivery	10,329	11,545	8,080	6,230	9,030	9,030	6,830	6,830	6,830	6,830

2020-30 capital program

Strategic Direction 5: We thrive by harnessing creativity

Project name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Art, culture and heritage										
Art Acquisition	30	30	30	30	30	30	30	30	30	30
Palais Theatre Toilets Refurbishment	733	-	-	-	-	-	-	-	-	-
South Melbourne Town Hall Renewal and Upgrade	640	3,000	3,000	-	-	-	-	-	-	-
Libraries										
Library Purchases	652	952	952	852	852	852	852	852	852	852
St Kilda Library Redevelopment	-	300	600	5,000	5,000	-	-	-	-	-
South Melbourne Market										
South Melb Market Building Compliance Works	1,525	1,500	2,500	3,000	2,000	2,000	1,500	1,500	1,200	600
South Melb Market External Food Hall Upgrade	-	-	400	-	-	-	-	-	-	-
South Melbourne Market Public Safety Improvements	360	360	-	-	-	-	-	-	-	-
South Melb Market Renewal Program	50	200	200	200	200	200	200	200	200	200
South Melb Market Stall Changeover Refits	125	125	125	125	125	125	125	125	125	125
Total	4,115	6,467	7,807	9,207	8,207	3,207	2,707	2,707	2,407	1,807

Strategic Direction 6: Our commitment to you

Project name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Asset management										
Building Renewal and Upgrade Program	1,825	2,785	2,785	2,480	2,480	2,480	2,480	2,480	2,480	2,480
Building Safety and Accessibility Program	2,612	1,850	1,850	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Building Safety Corrective Actions	390	-	-	-	-	-	-	-	-	-
Workplace Plan Implementation	900	1,300	800	500	300	300	300	300	300	300
Finance and project management										
Council Fleet Renewal Program	914	1,225	1,122	1,404	1,604	1,482	1,062	1,122	1,482	1,089
Technology										
Core IT Infrastructure Renewal and Upgrade Program	966	1,200	800	800	800	1,200	800	800	800	1,200
Total	7,607	8,360	7,357	6,684	6,684	6,962	6,142	6,202	6,562	6,569

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Budget capacity	-	-	-	11,139	10,145	15,997	22,302	23,068	23,770	25,113
Budget indexation for inflation	-	-	-	2,964	4,071	5,208	6,430	7,724	9,072	10,484
Grand total	33,231	49,119	48,484	49,209	51,132	52,829	54,836	56,956	59,066	61,228

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

2020-24 operating projects

Service	Project name	2020/21	2021/22	2022/23	2023/24
Strategic Direction 1: We embrace difference, and people belong					
Affordable housing and homelessness	In Our Backyard Strategy Implementation	178	50	-	-
Ageing and accessibility	Aged Care Transition Service Review	-	60	-	-
Community programs and facilities	Health and Wellbeing Strategy Implementation	65	65	-	-
Recreation	Sports Playing Field Renewal Program	1,015	50	800	50
		1,258	225	800	50
Strategic Direction 2: We are connected and it's easy to move around					
Transport and parking management	Domain Precinct and Melbourne Metro Management	595	595	490	490
	Integrated Transport Strategy Implementation	215	155	235	115
	Public Space Shimmy Lane and Wayfinding	150	-	-	-
	Park Street Temporary Bike Lane	150	-	-	-
	St Kilda Road (Junction to CBD) Temporary Bike Infrastructure	280	-	-	-
	St Kilda Road (Jacka Boulevard and Beaconsfield Parade) Temporary Bike Infrastructure	250	-	-	-
		1,640	750	725	605
Strategic Direction 3: We have smart solutions for a sustainable future					
Sustainability	Community Electric Vehicle Charging Program	30	70	100	100
	Energy Efficient Street Lighting Upgrade	60	443	1,443	-
	Elster Creek Catchment Partnership	90	60	60	950
	Greening Port Phillip Strategy Implementation	440	740	740	640
	Sustainable City Community Action Plan Implementation	125	70	-	-
	Sustainable Environment Strategy Implementation	220	310	100	90
Waste management	Future Operations Centre and Hub Feasibility	-	270	-	-
	Waste Strategy Implementation	881	291	-	-
		1,846	2,254	2,443	1,780

Service category	Project name	2020/21	2021/22	2022/23	2023/24
Strategic Direction 4: We are growing but keeping our character					
City planning and urban design	Fishermans Bend Program	275	375	300	300
	Heritage Program Implementation	150	50	-	-
	Planning Scheme Amendments	140	210	260	260
	South Melbourne Precinct Strategic Plan	130	210	-	-
	St Kilda Precinct Strategic Plan	120	-	-	-
Public space	Foreshore Vegetation Upgrade Program	-	150	150	150
	Landscaping at Reserve next to Astor Theatre	20	-	-	-
	Middle Park Beach Renourishment	880	-	-	-
	Public Spaces Strategy Development	45	-	-	-
	Site Contamination Management Program	310	-	-	-
	St Kilda Marina	175	-	-	-
		2,245	995	710	710
Strategic Direction 5: We thrive by harnessing creativity					
Arts, culture and heritage	Creative and Prosperous City Strategy Implementation	440	290	-	-
Economic development and tourism	Carlisle Street Carparks Strategy	197	100	-	-
	Placemaking Program (Public Space Activation)	520	300	-	-
	Renew Fitzroy Street	75	-	-	-
South Melbourne Market	South Melbourne Market Strategic Business Case	250	-	-	-
		1,482	690	-	-
Strategic Direction 6: Our commitment to you					
Asset and property management	Civil Infrastructure Maintenance Contract Review	120	-	-	-
	Elwood Foreshore Facilities Strategy	252	-	-	-
	Standard Drawings and Designs	283	150	-	-
Customer experience	Customer Experience Program	9,649	2,203	2,000	1,000
Governance, risk and policy	Council Election and Councillor Transition Program	975	-	-	-
	Council Plan and Budget Community Engagement	135	70	38	38
	Implementation of Local Government Act 2020	74	30	-	-
People, culture and capability	Health and Safety Improvement Project	480	110	-	-
		11,968	2,563	2,038	1,038
Grant Total		20,439	7,477	6,716	4,183

Schedule of reserve movements

	Notes	1 July 2019 Opening balance \$'000	2019/20		
			Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000
Cash backed reserves					
Statutory reserves					
Open space contributions (Resort and Recreation Levy)					
- Open space contributions excluding FBURA		25,017	8,008	(4,040)	28,985
- Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-
Total open space contributions (Resort and Recreation Levy)		25,017	8,008	(4,040)	28,985
- Car parking reserve		1,792	-	-	1,792
- Developer contributions - Port Melbourne		82	56	(138)	-
- Trust funds and deposits	1	5,508	110	-	5,618
Total statutory reserves		32,399	8,174	(4,178)	36,395
Non-statutory reserves					
Contractual reserves					
- Childcare infrastructure		5,360	1,334	(1,012)	5,682
- Middle Park Beach Renourishment		1,280	343	(400)	1,223
- Tied grants		3,554	3,629	(2,799)	4,384
- ANAM Building Maintenance (South Melbourne Town Hall)		(27)	-	-	(27)
- Project deferrals		4,745	13,248	(4,745)	13,248
Total contractual reserves		14,912	18,554	(8,956)	24,510
Strategic reserves					
- Palais Theatre		2,699	1,289	(958)	3,030
- Strategic Property Fund		1,981	1,520	-	3,501
- In Our Backyard (Affordable Housing)		2,000	-	-	2,000
- Other		3,864	4,236	(926)	7,174
Total strategic reserves		10,544	7,045	(1,884)	15,705
General reserves					
- Internal Borrowing - Strategic Investments		-	-	-	-
- Internal Borrowing - Fishermans Bend Investments		(9,409)	2,178	(113)	(7,344)
- Internal Borrowing - Other including Vision Super Liability and projects		-	-	-	-
- Asset Renewal Fund and Risk	2	12,894	2,000	(4,581)	10,313
- Smart Technology Fund		-	3,823	(8,866)	(5,043)
- Municipal Growth Reserve (including Fishermans Bend)	3	2,400	354	-	2,754
- Rates Cap Challenge	4	4,600	1,400	-	6,000
- St Kilda Festival	5	-	-	-	-
Total General Reserves		10,485	9,755	(13,560)	6,680
Total Non-Statutory Reserves		35,941	35,354	(24,400)	46,895
Total Cash-backed Reserves		68,340	43,528	(28,578)	83,290

Notes to reserves

1. **Trust Funds and Deposits** - Deposits and contract retentions are held in trust by Council as a form of surety for transactions with Council. These are also represented as liabilities in the balance sheet.

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

2020/21			2021/22			2022/23			2023/24		
Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000
1,875	(2,390)	28,470	2,496	(3,208)	27,758	3,328	(3,165)	27,921	4,160	(4,500)	27,581
-	-	-	-	-	-	-	-	-	-	-	-
1,875	(2,390)	28,470	2,496	(3,208)	27,758	3,328	(3,165)	27,921	4,160	(4,500)	27,581
-	-	1,792	-	-	1,792	-	-	1,792	-	-	1,792
-	-	-	-	-	-	-	-	-	-	-	-
112	-	5,730	69	-	5,799	87	-	5,886	112	-	5,998
1,987	(2,390)	35,992	2,565	(3,208)	35,349	3,415	(3,165)	35,599	4,272	(4,500)	35,371
606	(170)	6,118	799	(450)	6,467	811	(1,400)	5,878	826	(1,400)	5,304
7	(880)	350	2	-	352	4	-	356	7	-	363
233	(1,962)	2,655	-	(448)	2,207	-	-	2,207	-	-	2,207
32	-	5	-	-	5	-	-	5	60	(60)	5
-	(11,790)	1,458	-	(2,183)	(725)	-	-	(725)	-	-	(725)
878	(14,802)	10,586	801	(3,081)	8,306	815	(1,400)	7,721	893	(1,460)	7,154
660	(455)	3,235	909	-	4,144	923	-	5,068	941	(1,000)	5,009
4,048	-	7,549	-	-	7,549	-	-	7,549	-	-	7,549
-	-	2,000	-	-	2,000	-	-	2,000	-	-	2,000
1,092	(1,990)	6,276	1,000	(4,055)	3,221	1,000	(2,920)	1,301	1,000	(1,830)	471
5,800	(2,445)	19,060	1,909	(4,055)	16,914	1,923	(2,920)	15,918	1,941	(2,830)	15,029
-	-	-	-	-	-	-	-	-	-	-	-
783	(375)	(6,936)	158	(1,078)	(7,856)	1,698	(3,125)	(9,283)	3,908	-	(5,375)
-	-	-	750	(7,943)	(7,193)	750	(722)	(7,165)	915	-	(6,250)
845	(625)	10,533	-	(2,548)	7,985	816	(1,000)	7,801	-	-	7,801
800	(7,619)	(11,862)	1,400	(518)	(10,980)	1,400	-	(9,580)	1,400	-	(8,180)
370	-	3,124	392	-	3,516	419	-	3,935	441	-	4,376
-	(126)	5,874	979	-	6,853	-	-	6,853	-	(350)	6,503
1,700	-	1,700	-	-	1,700	-	-	1,700	-	-	1,700
4,498	(8,745)	2,433	3,679	(12,087)	(5,975)	5,083	(4,847)	(5,739)	6,664	(350)	575
11,176	(25,992)	32,079	6,389	(19,223)	19,245	7,821	(9,167)	17,900	9,498	(4,640)	22,758
13,163	(28,382)	68,071	8,954	(22,431)	54,594	11,236	(12,332)	53,499	13,770	(9,140)	58,129

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

This reserve serves to quarantine the cash surpluses in the former years to fund the cash deficits in the latter years of the Financial Plan.

Schedule of reserve movements

	Notes	2024/25			2025/26		
		Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000
Cash backed reserves							
Statutory reserves							
Open space contributions (Resort and Recreation Levy)							
- Open space contributions excluding FBURA		4,160	(4,160)	27,581	4,160	(4,160)	27,581
- Fishermans Bend Urban Renewal Area (FBURA)		2,882	-	2,882	3,750	(800)	5,832
Total open space contributions (Resort and Recreation Levy)		7,042	(4,160)	30,463	7,910	(4,960)	33,413
- Car parking reserve	1	-	-	1,792	-	-	1,792
- Developer contributions - Port Melbourne		-	-	-	-	-	-
- Trust funds and deposits		132	-	6,130	135	-	6,265
Total statutory reserves		7,174	(4,160)	38,385	8,045	(4,960)	41,470
Non-statutory reserves							
Contractual reserves							
- Childcare infrastructure		844	(1,350)	4,798	863	(1,350)	4,311
- Middle Park Beach renourishment		9	-	372	9	-	381
- Tied grants		-	-	2,207	-	-	2,207
- ANAM Building Maintenance (South Melbourne Town Hall)		60	(60)	5	60	(60)	5
- Project deferrals		-	-	(725)	-	-	(725)
Total contractual reserves		913	(1,410)	6,657	932	(1,410)	6,179
Strategic reserves							
- Palais Theatre		962	-	5,971	984	-	6,955
- Strategic Property Fund		-	-	7,549	-	-	7,549
- In Our Backyard (Affordable Housing)		-	-	2,000	-	-	2,000
- Other		1,000	(1,000)	471	1,000	(1,000)	471
Total strategic reserves		1,962	(1,000)	15,991	1,984	(1,000)	16,975
General reserves							
- Internal Borrowing - Strategic Investments		-	-	-	-	-	-
- Internal Borrowing - Fishermans Bend Investments		2,566	-	(2,809)	158	-	(2,651)
- Internal Borrowing - Other incl Vision Super Liability, and projects		915	-	(5,335)	915	-	(4,420)
- Asset Renewal Fund and Risk	2	-	(400)	7,401	-	-	7,401
- Smart Technology Fund		1,400	-	(6,780)	1,400	-	(5,380)
- Municipal Growth Reserve (incl Fishermans Bend)	3	462	-	4,838	485	-	5,323
- Rates Cap Challenge	4	-	(450)	6,053	-	-	6,053
- St Kilda Festival	5	-	-	1,700	-	-	1,700
Total general reserves		5,343	(850)	5,068	2,958	-	8,026
Total non-statutory reserves		8,218	(3,260)	27,716	5,874	(2,410)	31,180
Total cash-backed reserves		15,392	(7,420)	66,101	13,919	(7,370)	72,650

Notes to reserves

1. Trust Funds and Deposits - Deposits and contract retentions are held in trust by Council as a form of surety for transactions with Council. These are also represented as liabilities in the balance sheet.

2. Asset Renewal Fund (including Smart Technology Fund) - Where appropriate, underspends and or savings from capital portfolio budget will be transferred to this reserve for funding of future asset renewals and projects related to Smart Technology.

2026/27			2027/28			2028/29			2029/30		
Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000
4,160	(4,160)	27,581	4,160	(4,160)	27,581	4,160	(4,160)	27,581	4,160	(4,160)	27,581
3,750	(800)	8,782	2,010	(800)	9,992	2,010	(800)	11,202	2,010	(800)	12,412
7,910	(4,960)	36,363	6,170	(4,960)	37,573	6,170	(4,960)	38,783	6,170	(4,960)	39,993
-	-	1,792	-	-	1,792	-	-	1,792	-	-	1,792
-	-	-	-	-	-	-	-	-	-	-	-
150	-	6,415	167	-	6,582	165	-	6,747	155	-	6,902
8,060	(4,960)	44,570	6,337	(4,960)	45,947	6,335	(4,960)	47,322	6,325	(4,960)	48,687
884	(1,350)	3,845	907	(1,350)	3,402	930	(1,350)	2,982	951	(1,350)	2,583
8	-	389	10	-	399	12	-	411	12	-	423
-	-	2,207	-	-	2,207	-	-	2,207	-	-	2,207
60	(60)	5	60	(60)	5	60	(60)	5	60	(60)	5
-	-	(725)	-	-	(725)	-	-	(725)	-	-	(725)
952	(1,410)	5,721	977	(1,410)	5,288	1,002	(1,410)	4,880	1,023	(1,410)	4,493
1,008	(1,000)	6,964	1,035	-	7,998	1,061	-	9,060	1,086	-	10,146
-	-	7,549	-	-	7,549	-	-	7,549	-	-	7,549
-	-	2,000	-	-	2,000	-	-	2,000	-	-	2,000
1,000	(1,000)	471	1,000	(1,000)	471	1,000	(1,000)	471	1,000	(1,000)	471
2,008	(2,000)	16,984	2,035	(1,000)	18,018	2,061	(1,000)	19,080	2,086	(1,000)	20,166
-	-	-	-	-	-	-	-	-	-	-	-
158	-	(2,493)	158	-	(2,335)	158	-	(2,177)	158	-	(2,019)
915	-	(3,505)	915	-	(2,590)	915	-	(1,675)	925	-	(750)
-	-	7,401	-	-	7,401	-	-	7,401	-	-	7,401
1,400	-	(3,980)	1,400	-	(2,580)	1,400	-	(1,180)	494	-	(686)
514	-	5,837	548	-	6,385	579	-	6,964	611	-	7,575
350	-	6,403	-	(400)	6,003	400	-	6,403	-	(1,200)	5,203
-	-	1,700	-	-	1,700	-	-	1,700	-	-	1,700
3,337	-	11,363	3,021	(400)	13,984	3,452	-	17,436	2,188	(1,200)	18,424
6,297	(3,410)	34,068	6,033	(2,810)	37,290	6,515	(2,410)	41,396	5,297	(3,610)	43,083
14,357	(8,370)	78,638	12,370	(7,770)	83,237	12,850	(7,370)	88,718	11,622	(8,570)	91,770

3. Municipal Growth Reserve (including Fishermans Bend) - Gradual build up of this reserve is required over time to enable funding of significant large projects. Specifically, 5 per cent of Fishermans Bend derived rates are quarantined to this reserve to enable Council to invest in catalytic FB investments.

4. Rates Cap Challenge - Over the life of the 10-year financial plan, Council is expected to face a rates cap challenge as outline in the financial strategy. This reserve serves to quarantine the cash surpluses in the former years to fund the cash deficits in the latter years of the Financial Plan.

Statement of human resources

	Forecast \$,000	Budget \$,000	Projections \$,000								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Staff expenditure											
Employee costs - operating	94,675	91,046	94,144	95,406	97,949	100,739	104,505	107,963	111,534	115,310	119,125
Employee costs - capital	1,160	1,321	2,044	2,086	2,235	2,286	2,345	2,405	2,566	2,632	2,699
Total staff expenditure	95,835	92,367	96,189	97,493	100,184	103,026	106,849	110,368	114,100	117,942	121,824
Full time equivalent (FTE)											
Staff numbers											
Employees	880	818	835	831	829	829	833	839	846	852	858
Total staff numbers	880	818	835	831	829	829	833	839	846	852	858

Summary of planned human resources

	Forecast \$,000	Budget \$,000	Projections \$,000								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Staff expenditure											
Office of Chief Executive	7,880	8,920	9,145	9,346	9,574	9,815	10,100	10,393	10,695	11,005	11,325
Community and Economic Development	23,920	24,459	25,171	25,789	26,487	27,256	28,223	29,222	30,256	31,326	32,433
Infrastructure and Amenity	21,744	21,892	22,508	23,046	23,655	24,318	25,142	25,993	26,873	27,782	28,722
Customer and Corporate Services	18,254	18,521	18,985	19,400	19,874	20,371	20,959	21,564	22,187	22,828	23,489
City Strategy and Sustainable Development	11,532	12,846	13,198	13,507	13,858	14,237	14,702	15,181	15,678	16,189	16,718
Total permanent operating staff expenditure	83,330	86,638	89,007	91,089	93,448	95,997	99,125	102,353	105,688	109,130	112,687
Casual labour	1,493	766	784	800	818	837	858	880	903	926	950
Other labour (agency staff, maternity leave, FBT)	9,852	3,642	4,354	3,517	3,683	3,906	4,521	4,730	4,942	5,254	5,489
Capital employee costs	1,160	1,321	2,044	2,086	2,235	2,286	2,345	2,405	2,566	2,632	2,699
Total staff expenditure	95,835	92,367	96,189	97,493	100,184	103,026	106,849	110,368	114,100	117,942	121,824

	Forecast \$,000	Budget \$,000	Projections \$,000								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Staff numbers											
			Full time equivalent (FTE)								
Chief Executive Officer											
- Full time	50	52	52	51	51	51	52	52	52	53	53
- Part time	18	18	18	18	18	18	18	18	18	18	18
Total	68	69	70	69	69	69	69	70	70	70	71
Community and Economic Development											
- Full time	154	146	140	140	140	140	140	139	140	141	142
- Part time	130	112	124	125	126	127	130	133	135	136	138
Total	284	258	264	265	266	267	270	272	275	277	280
Infrastructure and Amenity											
- Full time	205	192	198	198	198	198	200	201	203	205	207
- Part time	27	24	24	24	24	24	24	24	24	24	24
Total	232	216	222	222	222	222	224	225	227	229	231
Customer and Corporate Services											
- Full time	126	127	125	122	120	119	119	119	120	120	121
- Part time	25	21	21	21	21	21	21	21	21	21	21
Total	150	149	146	144	141	140	140	141	141	142	142
City Strategy and Sustainable Development											
- Full time	102	91	92	91	90	89	89	90	91	92	93
- Part time	15	15	15	15	15	15	15	15	15	15	15
Total	117	106	107	106	105	105	105	106	106	107	108
Casual and other	10	6	8	8	8	8	8	8	8	8	8
Capital employees	19	14	18	18	18	18	18	18	18	18	18
Total staff numbers	880	818	835	831	829	829	833	839	846	852	858

Operating grants

Operating grant funding types and source	Budget	Forecast	Budget	Variance
	\$,000	\$,000	\$,000	
	2019/20	2019/20	2020/21	\$,000
Recurrent - Commonwealth Government				
Victoria Grants Commission	1,427	2,932	1,427	(1,505)
Recreation	90	95	91	(4)
Community Health	634	358	611	253
General home care	2,324	3,053	2,369	(684)
Immunisation	18	18	17	(1)
Recurrent - State Government				
Community Health	122	107	91	(16)
Family and Children	704	708	731	23
General home care	703	722	602	(120)
Immunisation	55	55	61	6
Libraries	696	713	720	7
Maternal and Child Health	878	867	824	(43)
Other	600	490	490	0
Recreation	50	50	50	0
School crossing supervisors	144	148	148	0
Street and Beach Cleaning	293	311	319	8
Total recurrent grants	8,738	10,627	8,551	(2,076)
Non-recurrent - Commonwealth Government				
Family and Children	36	46	37	(9)
General home care	460	920	449	(471)
Other	0	0	278	0
Non-recurrent - State Government				
Arts	20	20	20	0
Community Health	76	76	9	(67)
Family and Children	100	42	42	0
Sustainability	0	272	0	(272)
Total non-recurrent grants	692	1,376	835	(819)
Total operating grants	9,430	12,003	9,386	(2,895)

Capital grants

Capital grant funding types and source	Budget \$,000	Forecast \$,000	Budget \$,000	Variance \$,000
	2019/20	2019/20	2020/21	
Recurrent - Commonwealth Government				
Roads	300	277	300	23
Total recurrent grants	300	277	300	23
Non-recurrent - Commonwealth Government				
Parks, Open Space and Streetscape	0	15	750	735
Roads	0	0	278	278
Non-recurrent - State Government				
Buildings	1,123	1,123	867	(256)
Drainage	0	120	0	(120)
Footpaths and Cycleways	600	175	125	(50)
Parks, Open Space and Streetscape	0	1,087	990	(97)
Roads	563	452	60	(392)
Total non-recurrent grants	2,286	2,972	3,070	98
Total capital grants	2,586	3,249	3,370	121

Statement of borrowings

	Forecast \$,000	Budget \$,000
	2019/20	2020/21
Total amount to be borrowed as at 30 June of the prior year	7,381	7,500
Total amount to be borrowed	817	600
Total amount projected to be redeemed	(698)	(648)
Total amount proposed to be borrowed as at 30 June	7,500	7,500

MEASURING PERFORMANCE

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

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

Sustainable capacity indicators

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

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Staff expenditure											
Expenses per head of municipal population	1,957.84	1,973.69	1,914.32	1,890.54	1,862.73	1,854.48	1,867.86	1,892.90	1,915.19	1,934.19	1,964.50
Infrastructure per head of municipal population	6,183.02	6,233.60	6,217.01	6,212.57	6,231.18	6,260.06	6,301.12	6,353.47	6,405.08	6,444.85	6,479.55
Population density per length of road	451.62	459.15	471.88	484.03	494.65	504.67	513.92	522.43	531.17	541.09	551.65
Own-source revenue per head of municipal population	1,798.85	1,700.60	1,782.09	1,791.14	1,800.09	1,810.39	1,825.82	1,849.23	1,875.66	1,902.55	1,919.25
Recurrent grants per head of municipal population	102.22	78.62	82.00	81.15	80.91	81.05	81.34	81.94	82.68	83.19	83.48

Definitions

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

Measuring performance

Service performance indicators

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

Financial performance indicators

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

Indicator / measure	notes	Forecast	Budget	Projections									Trend
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Operating position													
Adjusted underlying result													
Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(3.0 %)	(10.9 %)	(2.7 %)	(1.0 %)	1.0 %	2.0 %	2.1 %	2.0 %	2.2 %	2.6 %	1.9 %	↑
Liquidity													
Working capital													
Current assets / current liabilities	2	363.1 %	227.1 %	233.1 %	226.7 %	235.5 %	252.5 %	264.6 %	274.6 %	280.5 %	287.9 %	290.2 %	↑
Unrestricted cash													
Unrestricted cash / current liabilities		114.6 %	89.2 %	75.8 %	72.0 %	84.3 %	96.6 %	104.5 %	110.6 %	117.0 %	125.0 %	127.7 %	↑
Obligations													
Loans and borrowings													
Interest bearing loans and borrowings / rate revenue	3	5.8 %	5.7 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	↑
Loans and borrowings													
Interest and principal repayments / rate revenue		0.3 %	0.3 %	5.8 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	↑
Indebtedness													
Non-current liabilities / own source revenue		5.0 %	1.5 %	1.6 %	1.6 %	1.6 %	1.6 %	1.6 %	1.6 %	1.6 %	1.6 %	1.6 %	→
Asset renewal													
Asset renewal expenditure / depreciation	4	39.5 %	67.0 %	73.1 %	81.0 %	78.2 %	84.6 %	84.4 %	84.6 %	84.6 %	84.6 %	84.6 %	↑




Key to forecast trends

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

Measuring performance

Indicator / measure	notes	Forecast	Budget	Projections									Trend
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Stability													
Rates concentration													
Rate revenue / adjusted underlying revenue	5	57.8 %	62.4 %	59.2 %	58.6 %	58.3 %	58.2 %	58.4 %	58.6 %	58.7 %	58.7 %	58.9 %	↑
Rates effort													
Rate revenue / property values (CIV)		0.19 %	0.19 %	0.18 %	0.18 %	0.18 %	0.18 %	0.17 %	0.17 %	0.17 %	0.17 %	0.17 %	↑
Efficiency													
Expenditure level													
Total expenditure / no. of assessments		3,123	3,138	3,082	3,105	3,109	3,133	3,171	3,224	3,273	3,322	3,396	→
Expenditure level													
Specific purpose grants expended / specific purpose grants received		100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	→
Revenue level													
Residential rates revenue / no. of residential assessments		1,582	1,649	1,670	1,690	1,716	1,741	1,771	1,802	1,834	1,866	1,898	↑
Workforce turnover													
No. of resignation and terminations / average no. of staff		10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	→

Key to forecast trends

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

Notes to indicators:

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

LINKING OUR INITIATIVES TO STRATEGIES AND PLANS

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

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

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

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

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

Linking our initiatives to strategies and plans

Strategic Direction 1:

We embrace difference, and people belong

Planning instrument	Description and specific resources allocated	Period	Amount
Childcare Policy	Ensures Council's commitment to funding childcare with short and long-term strategies to retain and increase childcare places and financial support for low to middle income families. Funding is for subsidies to third parties to provide childcare services.	2020/21	\$1,260,000
		2021/22	\$1,285,000
		2022/23	\$1,311,000
		2023/24	\$1,337,000
Disability Policy	Describes Council's commitment to people with a disability and provides a leadership platform on which to base decisions regarding actions and advocacy that at times may reach beyond its legislative requirements. This policy is delivered primarily through the budget and activity of the Diversity and Inclusion Department. Funding for asset upgrades to meet Disability Discrimination Act requirements also contribute to meeting the objectives of this policy.		
Family, Youth and Children Collaborative Practice Framework	Outlines how collaborative practices will be supported, enhanced and embedded into service culture and delivery to achieve the desired goals. Funding is for third parties to provide family, youth and children services, such as antenatal, pre-school dental and supported playgroups.	2020/21	\$111,000
		2021/22	\$87,000
		2022/23	\$89,000
		2023/24	\$90,000
Family Youth and Children Strategy 2014-2019	Guides development and implementation of policies and plans and drives service delivery and planning for children, middle years, youth and families. Funding is for building upgrade works at children's centres and implementation of the Children's Services Policy Development.	2020/21	\$863,000
		2021/22	\$650,000
		2022/23	\$1,400,000
		2023/24	\$1,500,000
Friends of Suai Strategic Plan 2010-2020	Strengthens capability and involvement in the Covalima community, practises good governance and management in our Friendship, and builds community awareness and knowledge of Friendship between our communities. Funding is for our contribution to Friends of Suai.	2020/21	\$60,000
		2021/22	\$50,000
		2022/23	\$50,000
		2023/24	\$50,000
Health and Wellbeing Plan 2017-21	Is integrated with the Council Plan and sets the broad mission, goals and priorities to enable people living in the municipality to achieve maximum health and wellbeing. Funding is to implement a range of initiatives with a focus on community safety, homelessness and rough sleeping. An evaluation of the plan will also be completed.	2020/21	\$65,000
		2021/22	\$65,000
		2022/23	\$0
		2023/24	\$0
Homelessness Action Strategy 2015-2020	Seeks to reduce the risks associated with homelessness through the development of agreed actions, continuing Council's role as a leader, advocate, planner, facilitator and service provider. This strategy is delivered primarily through the budgets and activities of the Affordable housing and homelessness and Community programs and facilities services		

Strategic Direction 1: We embrace difference, and people belong

Planning instrument	Description and specific resources allocated	Period	Amount
In Our Backyard - Growing Affordable Housing in Port Phillip 2015-2025	Builds on the successful partnership with HousingFirst as Trustee of the Port Phillip Housing Trust and maintains our longstanding leadership in affordable housing. This is central to our commitment to maintaining a diverse, inclusive and equitable city, especially for those who are disadvantaged and marginalised. Funding is for an annual cash contribution to an affordable housing reserve and the associated costs for implementing affordable housing projects.	2020/21	\$678,000
		2021/22	\$550,000
		2022/23	\$500,000
		2023/24	\$500,000
Middle Years Commitment and Action Plan 2014-2019	Provides a framework for Council, the community and our key partners to enable middle years young people to be happy, healthy and have their voices heard. Funding is for upgrading Council-owned Adventure Playgrounds.	2020/21	\$58,000
		2021/22	\$350,000
		2022/23	\$1,400,000
		2023/24	\$0
Protocol for Assisting People Who Sleep Rough 2012	Helps ensure that people experiencing primary homelessness are treated appropriately and are offered relevant support services. This protocol is delivered primarily through the budget and activity of the Affordable housing and homelessness service.		
Reconciliation Action Plan 2017	Explores employment opportunities, builds awareness and understanding and enhances cultural and economic development for local Aborigines and Torres Strait Islanders. This plan is delivered primarily through the budget and activity of the Community programs and facilities service.		
Social Justice Charter 2013 (including Social Justice Action Plan)	The Charter sets a goal for the community to work together in pursuit of the common good, while protecting and promoting the rights of all members of the community. Funding is for funding third parties to provide access and ageing services. The Social Justice Charter is also delivered through the budget and activity of the Community programs and facilities service.	2020/21	\$877,000
		2021/22	\$895,000
		2022/23	\$923,000
		2023/24	\$923,000
Sport and Recreation Strategy 2015-2024	Supports the planning and provision of recreation and sport facilities and services to the local community. Funding is for upgrading the sport and recreation facilities at JL Murphy Reserve, North Port Oval, Lagoon Reserve and RF Julier Reserve and Elwood Park.	2020/21	\$3,395,000
		2021/22	\$8,405,000
		2022/23	\$12,700,000
		2023/24	\$850,000
Youth Commitment and Action Plan 2014-2019	Outlines how Council will bring our vision to fruition and meet our commitments. Funding is for funding deeds to third parties to provide youth services and investigation into a Youth Places centre.	2020/21	\$115,000
		2021/22	\$117,000
		2022/23	\$119,000
		2023/24	\$122,000
Other initiatives not specifically aligned to a strategy	Funding is for reviewing Council's role in aged care and disability support services.	2020/21	\$0
		2021/22	\$60,000
		2022/23	\$0
		2023/24	\$0

Linking our initiatives to strategies and plans

Strategic Direction 2:

We are connected and it's easy to move around

Planning instrument	Description and specific resources allocated	Period	Amount
Move, Connect, Live - Integrated Transport Strategy 2018-28	<p>Outlines the changes and collaborative partnership actions required over the next 10 years across a range of council services including: urban planning and design, transport and parking management, infrastructure management and renewal, major projects and community engagement to deliver a city with enhanced liveability that is connected and easy to move around. Funding is allocated for parking technology enhancements, implementing blackspot safety improvements at high collision locations, walking and bike initiatives and working with our partners to improve the public transport experience.</p> <p>The Integrated Transport Strategy was adopted in September 2018.</p>	2020/21	\$3,183,000
		2021/22	\$4,997,000
		2022/23	\$3,805,000
		2023/24	\$3,685,000
Access Plan 2013-2018	<p>Represents a 'whole of organisation' approach to addressing access and inclusion. It reflects the need for all areas of Council to work together in a coordinated manner to improve access for all.</p> <p>Funding is allocated for public space accessibility improvements.</p>	2020/21	\$150,000
		2021/22	\$350,000
		2022/23	\$350,000
		2023/24	\$350,000
Car Share Policy 2016-2021	<p>Defines the benefits of car share to members, the local community and Council and encourages the expansion of car share across the municipality.</p> <p>This policy is delivered primarily through the budget and activity of the Transport and Parking Management service.</p>		
Parking Permit Policy 2001	<p>Provides guidelines for residents, visitors, members of community service organisations, disabled residents, trade persons and businesses for eligibility of parking permits.</p> <p>This policy is delivered primarily through the budget and activity of the Transport and Parking Management service.</p>		
Road Management Plan 2017	<p>Outlines our road management responsibilities, lists the road assets and details the standards of service, maintenance and construction for roads within the City.</p> <p>Funding is allocated for renewing roads and kerbs, footpaths and laneways.</p>	2020/21	\$2,881,000
		2021/22	\$3,925,000
		2022/23	\$5,295,000
		2023/24	\$5,165,000

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

Planning instrument	Description and specific resources allocated	Period	Amount
Act and Adapt - Sustainable Environment Strategy 2018-28	<p>Outlines the cultural change and collaborative actions required over the next 10 years across a range of Council services including: city planning and urban design, water management, community outreach and behaviour change programs. It also embeds sustainability into Council operations and projects to ensure the City of Port Phillip has a sustainable future.</p> <p>Funding is allocated for planning and delivering water sensitive urban design interventions, supporting uptake of electric vehicles, community education programs, irrigation upgrades, energy efficient measures in Council buildings and street lighting and the redevelopment of the EcoCentre (subject to partner funding).</p>	2020/21	\$3,030,000
		2021/22	\$6,345,000
		2022/23	\$4,090,000
		2023/24	\$3,802,000
Don't Waste It! - Waste Management Strategy 2018-28 (in development)	<p>Provides the blueprint for how Council and the community will work together to create a more sustainable future for Port Phillip, through the way we manage our waste. It outlines how we can manage our waste better right now through education and changes in how we think about waste, while we create new ways of managing waste in the future utilising advanced waste technologies.</p> <p>Funding is allocated for land acquisition for a sustainability hub, replacement of our litter bins and a review of our Street Cleaning service. The Waste Management Strategy was adopted in September 2018.</p>	2020/21	\$1,750,000
		2021/22	\$1,291,000
		2022/23	\$730,000
		2023/24	\$730,000
Foreshore and Hinterland Vegetation Management Plan 2015	<p>Provides guidance for the future use, development and management of the Port Phillip foreshore.</p> <p>Funding is allocated for ongoing investment in upgrading the foreshore, including vegetation projects.</p>	2020/21	\$0
		2021/22	\$150,000
		2022/23	\$150,000
		2023/24	\$150,000
Greening Port Phillip, An Urban Forest Approach 2010	<p>Supports a healthy and diverse urban forest that uses innovative greening solutions to enhance the community's daily experience, ensuring environmental, economic, cultural and social sustainability for future generations.</p> <p>Funding is allocated for street tree and park tree improvement programs.</p>	2020/21	\$440,000
		2021/22	\$740,000
		2022/23	\$740,000
		2023/24	\$640,000
Sustainable Design Strategy 2013	<p>Sets out how Council will achieve sustainable design outcomes through the planning scheme and incorporates best practice sustainability design standards for Council buildings and provides an assessment framework that directly supports the proposed Amendment C97 Environmentally Efficient Design (EED) Local Planning Policy.</p> <p>This strategy is delivered primarily through the budgets and activity of the City planning and urban design and Sustainability services.</p>		
Other initiatives not specifically aligned to a strategy	No initiatives listed for 2020/21.		

Linking our initiatives to strategies and plans

Strategic Direction 4: We are growing and keeping our character

Planning instrument	Description and specific resources allocated	Period	Amount
Activating Laneways Strategy	<p>Identifies a selection of lanes within or close to key areas such as activity centres, regionally significant open spaces and public transport networks, and provides a framework to promote future activity within them.</p> <p>This strategy is delivered through the Laneway Renewal and Upgrade Program (see Road Management Plan 2013),</p>		
City of Port Phillip Housing Strategy 2007-2017	<p>Sets out a broad vision for housing and residential development in Port Phillip and makes recommendations regarding the future management of housing and residential development in the City.</p> <p>This strategy is delivered primarily through the budgets and activity of the City planning and urban design and Affordable housing and homelessness services.</p>		
City of Port Phillip Activity Centre Strategy 2006	<p>Provides a holistic understanding of the complex role and function of activity centres and the contribution that they can make to creating sustainable local communities and is in response to Melbourne 2030: Planning for Sustainable Growth</p> <p>This strategy is delivered primarily through the budget and activity of the City planning and urban design service.</p>		
Domestic Animal Management Plan 2017-2021	<p>Aims to provide harmonious and responsible pet ownership across the City of Port Phillip focusing on the registration of pets, effective control of dogs within public areas, pet residential management, pet microchipping and de-sexing and the encouragement of owners to pick up dog poo.</p> <p>This plan is delivered primarily through the budget and activity of the Local laws and animal management services.</p>		
Fishermans Bend Planning and Economic Development Strategy	<p>Guides the continued transition of Fishermans Bend from a traditional industrial area into a diverse, inner city business and employment precinct.</p> <p>Funding is allocated to support a series of key planning and coordination activities realising Council's objectives in relation to the development of Fishermans Bend.</p>	2020/21	\$275,000
		2021/22	\$375,000
		2022/23	\$300,000
		2023/24	\$300,000
Foreshore Management Plan 2012	<p>Guides how to protect, maintain and manage the City's coastline. It provides strategic directions to address unsustainable impacts on the Port Phillip coast and community.</p> <p>Funding is allocated for renewing foreshore and maritime assets.</p>	2020/21	\$1,360,000
		2021/22	\$1,150,000
		2022/23	\$1,150,000
		2023/24	\$1,150,000
Graffiti Management Plan 2019-2024 (out for consultation)	<p>Provides direction for the removal and management of graffiti across the city, implementation of community focused programs that contribute to minimising graffiti, and provision of opportunities for people to participate in more legitimate forms of public art.</p> <p>This plan is delivered through the budget and activity of the Building Maintenance service.</p>		
Inner Melbourne Action Plan	<p>Sets out 11 regional strategies and 57 actions to make the Inner Melbourne Region more liveable.</p> <p>Funding is allocated for our contribution to the Inner Melbourne Action Plan.</p>	2020/21	\$42,000
		2021/22	\$42,000
		2022/23	\$42,000
		2023/24	\$42,000

Strategic Direction 4: We are growing and keeping our character

Planning instrument	Description and specific resources allocated	Period	Amount
Management plans and master plans	Funding is allocated to other planning instruments.		
Memorials and Monuments Policy	Guides management of existing memorials and decision-making for new memorials. Funding is allocated for the Memorials and Monuments Renewal program and heritage plaques.	2020/21	\$26,000
		2021/22	\$70,000
		2022/23	\$70,000
		2023/24	\$70,000
Municipal Emergency Management Plan	Outlines how the Port Phillip City Council will implement measures to prevent (or reduce) the causes (or effects) of emergencies, manage the use of municipal resources in response to emergencies, manage support (that may be provided) to or from adjoining municipalities, assist the affected community to recover following an emergency and complement other local, regional and state planning arrangements. This plan is delivered primarily through the budget and activity of the Municipal emergency management service.		
Open Space Strategy and Implementation Plan Framework 2009	Guides delivery of a city where public open spaces define the City's character and respond to its people's need for places to rest, recreate and be inspired. Funding is allocated to renew park and street furniture and signage.	2020/21	\$275,000
		2021/22	\$960,000
		2022/23	\$710,000
		2023/24	\$710,000
Playspace Strategy 2011	Sets the vision, policy context and framework for future development of play spaces and prioritises play spaces for upgrade and renewal. Funding is allocated to renew and upgrade parks and playgrounds, including the play spaces at TT Buckingham Reserve, JL Murphy and Rotary Park.	2020/21	\$1,875,000
		2021/22	\$1,270,000
		2022/23	\$990,000
		2023/24	\$990,000
Port Melbourne Waterfront Activation Plan	Defines short term actions and identifies longer term strategies and is a guide for the delivery of them by Council, business and the community to activate the Port Melbourne Waterfront. This plan is delivered primarily through the budget and activity of the City planning and urban design service.		
Port Phillip Heritage Review 2000 (Version 18)	Includes completion of additional assessments of places and areas of heritage significance since the gazetting of the original review in 2000. Funding is allocated for developing and implementing the Heritage Program.	2020/21	\$150,000
		2021/22	\$50,000
		2022/23	\$0
		2023/24	\$0
Port Phillip Local Law No.1 (Community Amenity) 2013	Manages the uses and activities on roads and Council land, and manages, regulates and controls certain uses and activities. The local law is delivered primarily through the budgets and activity of the Health and Local laws and animal management services.		

Linking our initiatives to strategies and plans

Strategic Direction 4:

We are growing and keeping our character

Planning instrument	Description and specific resources allocated	Period	Amount
Port Phillip Planning Scheme	Provides a clear and consistent framework within which decisions about the use and development of land can be made.	2020/21	\$140,000
	Expresses state, regional, local and community expectations for areas and land uses.	2021/22	\$210,000
	Provides for the implementation of state, regional and local policies affecting land use and development.	2022/23	\$260,000
	Funding is allocated for implementing planning scheme amendments that strengthen design and development controls in areas undergoing significant change.	2023/24	\$260,000
Precinct structure plans and urban design frameworks	Funding is allocated to South Melbourne precinct planning and design, to secure a new lease for the St Kilda Marina and to partner with the Victorian Government on upgrading streetscaping at selected tram stops.	2020/21	\$605,000
		2021/22	\$1,830,000
		2022/23	\$0
		2023/24	\$0
Public Toilet Plan 2013-2023	Supports clean, safe, accessible public toilets for all local residents and visitors to the municipality. Funding is allocated for improving safety and amenity of public toilets. Funding for 2020/21 includes works at Sandbar Café, Waterfront Place and Shakespeare Grove public toilets.	2020/21	\$1,075,000
		2021/22	\$450,000
		2022/23	\$450,000
		2023/24	\$450,000
Site Contamination Management Policy	Outlines our approach to assessing and managing potentially contaminated land that we own or manage. Funding is allocated for working with the Victorian Government to effectively manage soil contamination on open space sites, including Gasworks Arts Park.	2020/21	\$610,000
		2021/22	\$2,335,000
		2022/23	\$1,700,000
		2023/24	\$0
St Kilda Botanical Gardens Future Directions Plan	Examines botanic function and cultural heritage of the Gardens and provides several improvement recommendations. This plan is delivered primarily through the budget and activity of the Public space service.		
Stormwater Management Plan	Provides direction for the environmental management of stormwater and presents an integrated approach to stormwater management, which maintains the traditional function of preventing adverse flooding, but also places emphasis on improving water quality and environmental amenity of stormwater systems. Funding is allocated for renewing and upgrading our drains and stormwater assets.	2020/21	\$915,000
		2021/22	\$1,150,000
		2022/23	\$1,150,000
		2023/24	\$1,000,000

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

Planning instrument	Description and specific resources allocated	Period	Amount
Sustainable Public Lighting Strategy for Streets and Open Space 2011-2016	Provides the framework for achieving our zero net Council emissions by 2020 goal by providing direction for improvement where it is needed.	2019/20	\$1,300,000
		2020/21	\$1,000,000
	Funding is allocated for renewal, upgrade and expansion of public space lighting.	2021/22	\$750,000
		2022/23	\$750,000
Other initiatives not specifically assigned to a strategy	Funding is allocated for Public Space Security Improvements in vulnerable areas and the Palais Theatre and Luna Park Precinct revitalisation.	2020/21	\$3,105,000
		2021/22	\$680,000
		2022/23	\$200,000
		2023/24	\$200,000

Linking our initiatives to strategies and plans

Strategic Direction 5: We thrive by harnessing creativity

Planning instrument	Description and specific resources allocated	Period	Amount
Art and Soul: Creative and Prosperous City Strategy 2018-22	<p>Outlines the cultural change and collaborative actions required over the next four years across a range of Council services including: arts, culture and heritage, economic development and tourism, festivals, libraries, markets, city planning and urban design to create a thriving social, cultural and economic future for the City of Port Phillip.</p> <p>Funding is allocated for supporting placemaking activities, creative industry investment and community facility renewal among other initiatives. It also includes support for the management and operation of Gasworks Theatre and Linden New Art and other arts organisations and the Cultural Development Fund.</p>	2020/21	\$2,096,000
		2021/22	\$1,865,000
		2022/23	\$1,195,000
		2023/24	\$1,215,000
Aboriginal and Torres Islander Arts Strategy 2014-2017	<p>Ensures resources are available for the annual Aboriginal and Torres Strait Islander arts calendar.</p> <p>Funding is allocated for the Yalukit Weelam Ngargee festival and Indigenous Arts program.</p>	2020/21	\$103,700
		2021/22	\$123,000
		2022/23	\$126,000
		2023/24	\$126,000
Events Strategy 2015-2017	<p>Plans, attracts and directs events to ensure our City is welcoming, healthy, safe and vibrant for all.</p> <p>Funding is allocated for the St Kilda Film Festival, grants for Local Festivals, contributions to Pride March, Live N Local and other events.</p>	2020/21	\$426,000
		2021/22	\$645,000
		2022/23	\$600,000
		2023/24	\$607,000
Port Phillip City Collection Policy 2017	<p>Articulates the context and principles for the Port Phillip City Collection. It is the guiding document for collection management and key decision-making relating to the Collection, outlining the requirements around collection development through acquisition, documentation, conservation and access.</p> <p>Funding is allocated for the arts acquisition program.</p>	2020/21	\$30,000
		2021/22	\$30,000
		2022/23	\$30,000
		2023/24	\$30,000
South Melbourne Market Strategic Plan 2015-2020	<p>Strategic planning for managing the South Melbourne Market to achieve its goals over the next five years.</p> <p>Funding is allocated for renewal and building compliance works, fit-out of stalls and to develop a strategic business case.</p>	2020/21	\$1,815,000
		2021/22	\$2,185,000
		2022/23	\$3,225,000
		2023/24	\$3,325,000
St Kilda Esplanade Market Strategic Plan 2016-2020	<p>Reinforces the Market's identity as a makers' market and sets out three key priorities: to continue to make the Market a 'market of choice' for stallholders and visitors; to ensure a positive market experience through improving amenities and infrastructure over time; and to increase visitor numbers and Market profile through marketing and communications.</p> <p>This plan is delivered primarily through the budget and activity of the South Melbourne Market service.</p>		

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

Planning instrument	Description and specific resources allocated	Period	Amount
St Kilda Festival Strategy and Multi-Year Operational Plan 2016-2018	A three-year plan to reinforce the Festival as Australia's largest free music festival, a unique and iconic Melbourne event showcasing Australian bands. Funding is allocated for the St Kilda Festival.	2020/21	\$0
		2021/22	\$1,753,000
		2022/23	\$1,788,000
		2023/24	\$1,824,000
Other initiatives not specifically assigned to a strategy	Funding is allocated for South Melbourne Town Hall building renewal works, library purchases and the refurbishment of toilets at the Palais Theatre.	2020/21	\$2,025,000
		2021/22	\$4,252,000
		2022/23	\$4,552,000
		2023/24	\$5,852,000

Linking our initiatives to strategies and plans

Strategic Direction 6: Our commitment to you

Planning instrument	Description and specific resources allocated	Period	Amount
Asset Management Plans, Asset Management Policy and Strategy	Council's asset management is complex and impacts on nearly all areas of Council responsibilities. Renewals are capital works that are required to ensure that Council intervenes in an optimal manner to protect and renew infrastructure assets. This supports ongoing service and financial sustainability. Funding is allocated for asset renewals that are not allocated to other identified strategies or plans such as renewal of buildings, IT infrastructure and applications and Council's fleet. Also included is building safety works on community assets and implementation of the workplace accommodation plan.	2020/21	\$8,705,000
		2021/22	\$8,510,000
		2022/23	\$7,357,000
		2023/24	\$6,684,000
City of Port Phillip Security Camera Footage Policy 2012	Sets policy and processes for the retention, release and return of City of Port Phillip security footage. This policy is delivered primarily through the budget and activity of the Governance, risk and policy service.		
Civic Recognition and Support Strategy	This strategy is delivered primarily through the budget and activity of the Governance, risk and policy service.		
Councillor Code of Conduct (including Councillor Support and Expense Reimbursement Policy 2016)	Develops behavioural principles for elected representatives around conducting Council business. This policy is delivered primarily through the budget and activity of the Governance, risk and policy service.		
Customer Experience Strategy	Outlines the cultural change and actions required over the next three years across a range of Council services including: customer service requests and enquiries; regulatory services; animal registration; Council's website and communication channels; rates management; events management; assets management and financial management. Funding allocated includes implementation of the Customer Experience Program.	2020/21	\$9,649,000
		2021/22	\$2,203,000
		2022/23	\$2,000,000
		2023/24	\$1,000,000
Leasing and Licencing Policy	This policy is delivered primarily through the budget and activity of the Asset and property management service.		
Other initiatives not specifically assigned to a strategy	Funding is allocated for community engagement to support the annual review of the Council Plan and Budget, the delivery of the City of Port Phillip elections, to support the transition to a new Council and the implementation of the new Local Government Act 2020	2020/21	\$1,664,000
		2021/22	\$210,000
		2022/23	\$38,000
		2023/24	\$38,000

RATES AND CHARGES

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

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

Rating context

In developing the Strategic Resource Plan, rates and charges are identified as the main source of revenue, accounting for more than 57 per cent of the total revenue received by Council annually. Planning for future rate increases has historically been an important component of the Strategic Resource Planning process. The Victorian Government has introduced the Fair Go Rates System (FGRS), which sets out the maximum amount councils may increase rates in a year. For 2020/21 the FGRS cap has been set at two per cent. The cap applies to both general rates and municipal charges and is calculated based on a council's average rates and charges.

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

Council recognises the rising community concern regarding affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure.

The community's expectation for better value in Council service delivery has been reflected in Council's decision making. Council has recently launched several initiatives to ensure that its services are delivered in the most efficient and effective manner possible. These initiatives include a successful drive for efficiency savings, resulting in permanent operational savings of \$4.9 million in 2020/21 in addition to the \$13 million saved over the previous six budgets. These initiatives have been supported by improved capability in Council planning, process improvement and project management.

To achieve Council's objectives while maintaining services levels and a strong capital expenditure program, the average general rate will increase by two per cent in line with the rate cap. This will raise \$132.6 million in total rates and charges for 2020/21, including supplementary rates of \$0.9 million.

Current year rates and charges

Council had already endorsed the 10-Year Financial Outlook at its meeting on 4 December 2019 and on 6 May 2020 (updated in response to the impact of COVID-19) and agreed not to apply to the Essential Services Commission for a variation to the rates cap in 2020/21. In endorsing the 10-Year Financial Outlook, Council noted the approach to meeting the significant challenge of rate capping. More specifically identifying:

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

These measures have enabled Council to maintain service levels and a strong capital expenditure program and limit the rate increase to two per cent in 2020/21 in line with the rates cap set by the Victorian Government.

This table sets out future proposed increases in rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2020.

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

Rates and charges

Rating structure

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

- Property values, form the central basis of rating under the **Local Government Act 1989**
- A 'user pays' component to reflect usage of discretionary waste services (large bins) provided by Council.

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

The Port Phillip rating system is based on Net Annual Value (NAV). Municipalities that have a relatively large commercial property base (such as, inner city councils) have tended to remain on NAV due to the fact that it offers protection to residential ratepayers through an in-built differential.

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

Council provides for rate concessions for recreational land. Under the **Cultural and Recreational Lands Act 1963**, provision is made for a Council to grant a rating concession to any 'recreational lands' that meet the test of being rateable land under this Act. There are 27 recreational properties in Port Phillip that are rated under this Act.

2020/21 rates

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

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

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

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

Declaration of rates and charges 2019/20

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

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

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

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

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

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

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

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

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

Rates and charges

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

Type of charge	Per Rateable Property 2019/20	Per Rateable Property 2020/21	Change (\$)	Change (%)
Municipal	0	0	0.00 %	0.00 %

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

Type of charge	2019/20 (\$)	2020/21 (\$)	Change (\$)	Change (%)
Municipal	0	0	0.00 %	0.00 %

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

Type of Charge	Per Rateable Property 2019/20 (\$)	Per Rateable Property 2020/21 (\$)	Change (\$)	Change (%)
Annual garbage charge for non-rateable tenements	298	338	40	13.42 %
240 litre bin - annual service charge	154	188	34	22.08 %
80 litre waste bin - annual rebate	(60)	(60)	0	0.0 %

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

Type of Charge	2019/20 (\$)	2020/21 (\$)	Change (\$)	Change (%)
Annual garbage charge for non-rateable tenements	27,118	30,420	3,302	12.18 %
240 litre bin - annual service charge	344,842	397,056	52,214	15.14 %
Total service charges excluding rebates	371,960	427,476	55,516	14.93 %
80 litre waste bin - annual rebate	(153,960)	(153,960)	0	0.00 %
Total service charges	218,000	273,516	55,516	25.47 %

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

Type of Charge	2018/19 (\$)	2019/20 (\$)	Change (\$)	Change (%)
General rates	128,394,316	131,533,244	3,138,928	2.44 %
Municipal charge	0	0	0	0.00 %
Supplementary rates and charges	652,800	899,081	246,281	37.73 %
Rate rebates and adjustments (including penalty interest)	(252,000)	(286,242)	(34,242)	13.59 %
Cultural and recreational charges	199,913	165,658	(34,255)	(17.14 %)
Service charges (waste collection)	218,000	273,516	55,516	25.47 %
Rates and charges	129,213,029	132,585,257	3,248,214	2.61 %

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

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

- The making of supplementary valuations (2020/21: budgeted \$0.90 million and 2019/20: estimated \$0.65 million)
- The variation of returned levels of value (such as 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

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

Fair Go Rates System Compliance parameters	
2019/20	2020/21
Total raised income based on 30 June Valuation	
\$125,265,067	\$128,955,569
Number of assessments	
72,883	73,168
Base Average Rates	
\$1,718.71	\$1,762.45
Maximum Rate Increase (set by the State Government)	
2.50 %	2.00 %
Capped Average Rate	
\$1,761.68	\$1,797.69
Maximum General Rates and Municipal Charges Revenue	
\$128,396,523	\$131,533,382
Budgeted General Rates and Municipal Charges Revenue	
\$128,394,316	\$131,533,245

General revaluation of properties

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

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

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

Property type	NAV % change
Residential dwellings	3.02 %
Residential units	0.87 %
Investment flats	0.30 %
Other residential	2.84 %
Commercial	(3.24 %)
Retail	(0.66 %)
Industrial	(0.54 %)
Average NAV decrease	1.04 %

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

The overall average NAV increased by one per cent.

Differential rates

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

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

FEES AND CHARGES

Ensuring we recover costs through fair and appropriate user charges

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

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

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

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

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

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

We embrace difference, and people belong

Ageing and accessibility

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Planned activity groups		
Planned activity group - quarter day activities for older people and people with disabilities	\$6.00	\$6.20
Planned activity group - half day activities for older people and people with disabilities - this includes water leisure activities	\$10.20	\$10.40
Planned activity group - full day activities for older people and people with disabilities	\$15.80	\$16.20
Planned activity group - package	\$91.40	\$93.60
Shopping Group (four hours)	\$6.00	\$6.20
Cooking Group (three hours)	\$6.00	\$6.20
Personal, respite and home care (per hour)		
Home Care - Base Fee	\$8.40	\$8.60
Home Care - Medium Fee	\$20.00	\$20.40
Home Care - Maximum Fee	\$37.00	N/A
Home Care - Package	\$54.80	\$56.00
Personal Care - Base Fee	\$6.60	\$6.80
Personal Care - Medium Fee	\$15.60	\$16.00
Personal Care - Maximum Fee	\$42.20	\$43.20
Personal Care - Package	\$54.80	N/A
Property Maintenance - Base Fee	\$12.60	\$12.80
Property Maintenance - Medium Fee	\$19.80	\$20.20
Property Maintenance - Maximum Fee	\$52.40	\$53.60
Respite Care - Base Fee	\$4.80	\$5.00
Respite Care - Medium Fee	\$8.00	\$8.20
Respite Care - Maximum Fee	\$38.80	\$39.60
Respite Care - Package	\$54.80	\$56.00
Respite Care - Package	\$53.80	\$54.80
Food services		
Food Services meal - Base	\$9.40	\$9.60
Food Services meal - Medium	\$9.40	\$9.60
Food Services meal - High	\$21.00	\$21.40
Food Services - Package	\$11.00	\$11.20
Food Services - Package - meal only (itemised fees)	\$7.60	\$7.80
Centre-based meal - two courses	\$5.60	\$5.80
Centre-based meal - three courses	\$7.20	\$7.40

Fees and charges

Children

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

Community programs and facilities

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Community connect - community facilities		
Community groups Type 1 based within Port Phillip (per hour)	\$12.50	\$12.50
Community groups Type 2 operating from outside Port Phillip (per hour)	\$19.00	\$19.00
Semi-commercial Hirers (per hour)	\$45.00	\$45.00
Private Hire (per hour)	\$63.50	\$63.50
Security Deposit - Specific	\$500.00	\$500.00
Security Deposit - Standard	\$100.00	\$100.00
Community programs		
Attendance at Parent Information Sessions	\$5.00	\$5.00
After School Care, per hour	\$2.75	\$2.75
Community Group hire of basketball court, per hour - South Melbourne Primary School	\$19.00	\$19.00
Port Phillip Community Group hire of basketball court, per hour - South Melbourne Primary School	\$12.50	\$12.50
Semi-Commercial Hire of basketball court per hour - South Melbourne Primary School	\$45.00	\$45.00
Community transport bus hire		
Cleaning charge on hire buses	\$56.00	\$57.30
Cora Graves - hall hire		
Community groups Type 1 Based within Port Phillip (per hour)	\$12.50	\$12.50
Community groups Type 2 operate from outside Port Phillip (per hour)	\$19.00	\$19.00
Private Hire (per hour)	\$63.50	\$63.50
Semi Commercial Hirers (per hour)	\$45.00	\$45.00
Security Deposit - Specific	\$500.00	\$500.00
Security Deposit - Standard	\$100.00	\$100.00

Families and young people

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Hire fees for St Kilda Adventure Playground		
Party Hire: Non-resident	\$200.00	\$205.00
Party Hire: Resident	\$125.00	\$125.00
Party Hire: Resident Concession	\$50.00	\$50.00
Party Hire: Program member	\$25.00	\$25.00
Party Hire: Non-resident Concession	\$110.00	\$110.00

Recreation

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Commercial Recreation Activities - New Licences and Permits (Statutory Fees)		
Beach and water activities: Annual Licence Fee	\$312.00	\$315.00
Beach based activities: Annual Licence Fee	\$312.00	\$315.00
Launch of craft only: Annual Licence Fee	\$583.00	\$595.00
Kite boarding: Annual Licence Fee	\$2,049.00	\$2,095.00
Skydiving: Annual Licence Fee	\$177,000.00	\$180,000.00
All activities: Participant Fee Adult	\$2.40	\$2.40
All activities: Participant Fee Child	\$1.60	\$1.60
Personal Training (one to 15 participants): Annual Licence Fee	\$312.00	\$307.80
Public Liability Insurance	\$31.00	\$31.00
Sports Ground and Facilities Bookings		
Sports ground casual booking (community per day)	\$138.00	\$140.00
Sports ground casual booking (corporate per day)	\$200.00	\$205.00
Sports ground casual booking (all schools per term)	\$65.00	\$65.00
Pavilion hire casual (community and school groups)	\$102.00	\$102.00
Pavilion (other) hire casual (corporate groups)	\$185.00	\$190.00
Pavilion hire casual - JL Murphy, Peanut Farm, Elwood Pavilions (corporate groups)	\$373.00	\$380.00
North Port Oval casual hire	\$512.00	\$525.00
Casual use - Refundable Security Deposit	\$500.00	\$500.00
Sports Club use - Refundable Security Deposit	\$500.00	\$500.00

Fees and charges

We are connected and it's easy to move around

Transport and parking management

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Infrastructure maintenance		
Road Reinstatement - Refundable Deposit	\$1,500.00	\$1,500.00
Street Furniture Removal (includes bus shelters, seats, bins, bollards, bike hoops, planter boxes and any other street furniture item within the road reserve)	Full cost recovery (upon request)	Full cost recovery (upon request)
South Melbourne Market		
Parking - market days		
Car Parking on market days is free for the first two hours (any time of day)	\$0.00	\$0.00
2 to 3 hours	\$6.00	\$6.00
3 to 4 hours	\$12.00	\$12.00
4 to 5 hours	\$20.00	\$20.00
5 to 6 hours	\$29.00	\$29.00
6 to 7 hours	\$35.00	\$35.00
7 hours +	\$65.00	\$65.00
Lost Ticket	\$65.00	\$65.00
Parking - non-market days		
Car parking on roof non-market days (Monday, Tuesday, Thursday)	\$13.00	\$13.00
0 to 1 hour	\$1.00	\$1.00
1 to 2 hours	\$2.00	\$2.00
2 to 3 hours	\$3.00	\$3.00
3 to 4 hours	\$4.00	\$4.00
4 to 5 hours	\$5.00	\$5.00
5 to 6 hours	\$6.00	\$6.00
6 to 7 hours	\$13.00	\$13.00
7 hours +	\$13.00	\$13.00
Lost Ticket	\$13.00	\$13.00
Parking permits		
Resident parking permit		
Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$83.00	\$84.00
Combined parking permit (resident/foreshore)		
Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$122.00	\$124.00
Party parking permit (for two days and one night)		
	\$6.00	\$6.00
Visitor parking permit (annual)		
Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$112.00	\$114.00

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

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

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Foreshore parking permit Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$61.00	\$62.00
Foreshore Club Parking permit Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$102.00	\$104.00
Tradesman parking permit (per week)	\$55.00	\$56.00
Temporary parking permit - Admin fee	\$92.00	\$94.00
Unrestricted bay	\$8.00	\$9.00
Non-metered restricted time parking per bay	\$40.00	\$41.00
All Day parking ticket or meter parking per bay	\$24.00	\$25.00
Time restricted paid parking per bay	\$36.00	\$37.00
Permit reissue - Administration fee	\$22.00	\$23.00
Parking machine charges		
Elwood Foreshore Carpark - maximum/daily (1 July to 30 September and 1 April to 30 June)	\$8.70	\$8.70
Elwood Foreshore Carpark - maximum/daily (1 October to 31 March)	\$12.90	\$12.90
Elwood Foreshore Carpark - per hour (1 July to 30 September and 1 April to 30 June)	\$1.90	\$1.90
Elwood Foreshore Carpark - per hour (1 October to 31 March)	\$5.30	\$5.30
Fishermans Bend north of Woodgate Street and east of Boundary Street - per hour	\$1.00	\$1.00
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - maximum / per day. (1 July to 30 September and 1 April to 30 June)	\$8.70	\$8.70
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - maximum / per day. (1 October to 31 March)	\$12.90	\$12.90
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - per hour. (1 July to 30 September and 1 April to 30 June)	\$1.90	\$1.90
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - per hour. (1 October to 31 March)	\$3.90	\$3.90
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore) - per day	\$13.20	\$13.30
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore) - per hour	\$5.50	\$5.60
Paid Parking Credit Card Gateway Fee	\$0.12	\$0.12
South Melbourne Central - Clarendon Street Retail Precinct - per day	\$9.00	\$9.10
South Melbourne Central - Clarendon Street Retail Precinct - per hour	\$2.00	\$2.00
South Melbourne Central - North of Park and Ferrars Street (industrial) - per day	\$9.00	\$9.10

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
South Melbourne Central - North of Park and Ferrars Street (industrial) - per hour	\$2.00	\$2.00
South Melbourne East - North East of Kingsway (commercial) - per hour	\$4.00	\$4.00
South Melbourne South - Albert Road area (commercial) - per day	\$12.60	\$12.80
South Melbourne South - Albert Road area (commercial) - per hour	\$4.00	\$4.00
South Melbourne West - South West of Ferrars Street (Industrial) - per day	\$9.00	\$9.10
South Melbourne West - South West of Ferrars Street (Industrial) - per hour	\$2.00	\$2.00
St Kilda Road - North of St Kilda Junction (commercial) - per hour	\$4.00	\$4.00
St Kilda Road - South of St Kilda Junction (commercial / retail) - per day	\$6.90	\$7.00
St Kilda Road - South of St Kilda Junction (commercial / retail) - per hour	\$2.00	\$2.00
Station Pier and Waterfront Place - maximum / per day (1 October to 31 March)	\$12.90	\$12.90
Station Pier and Waterfront Place - maximum / per day (1 July to 30 September and 1 April to 30 June)	\$8.70	\$8.70
Station Pier and Waterfront Place - per hour (1 July to 30 September and 1 April to 30 June)	\$1.90	\$1.90
Station Pier and Waterfront Place - per hour (1 October to 31 March)	\$3.90	\$3.90
Parking enforcement		
Unregistered and abandoned vehicle release fee	\$437.00	\$445.00
Daily vehicle storage fee after 48 hours	\$19.50	\$19.50
Vehicle Clearway Release Fee	\$437.00	\$440.00
Vehicle Transfer from Nationwide Towing to Manheim	\$757.00	\$770.00
Parking fines		
Penalty Fines - class 1	\$83.00	\$83.00
Penalty Fines - class 2	\$99.00	\$99.00
Penalty Fines - class 3	\$165.00	\$165.00
Penalty Reminder Notice	\$25.80	\$25.80
Lodgement fee	\$77.20	\$77.20
Planning Infringements		
Planning Infringement Notice - Individual (Penalty Fines Class 3)	\$806.00	\$825.00
Planning Infringement Notice - Company (Penalty Fines Class 3)	\$1,612.00	\$1,650.00
Penalty Reminder Notice	\$25.10	\$25.80

We have smart solutions for a sustainable future

Waste Management

Description	2019/20 fee <small>(incl. GST if applicable)</small>	2020/21 fee <small>(incl. GST if applicable)</small>
Waste Management Operations		
Resource Recovery Centre Fees (Car Boot)	\$23.00	\$24.00
Resource Recovery Centre Fees (Station Wagon, Utility)	\$44.00	\$45.00
Resource Recovery Centre Fees (Small Trailer)	\$59.00	\$60.00
Resource Recovery Centre Fees (Large Trailer)	\$108.00	\$110.00
Resource Recovery Centre Fees (Contractors m3)	\$95.00	\$97.00
Resource Recovery Centre Fees - Non-Resident (Car Boot)	\$30.00	\$31.00
Resource Recovery Centre Fees - Non-Resident (Station Wagon, Utility)	\$56.00	\$57.00
Resource Recovery Centre Fees - Non-Resident (Small Trailer)	\$72.00	\$73.00
Resource Recovery Centre Fees - Non-Resident (Large Trailer)	\$120.00	\$122.00
Annual garbage charge for non-rateable tenements	\$298.00	\$338.00
Rebate (Refund) for 80 litre waste bin	-\$60.00	-\$60.00
Surcharge for 240 litre waste bin	\$150.00	\$154.00

Fees and charges

We are growing and keeping our character

Amenity

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
City Permits - community amenity		
Works zone - application fee	\$107.00	\$109.40
Works zone permit for three or less months: Parking in front of construction site for workers' private vehicles for three months or less. Up to four bays or the width of the site (whichever is the lesser)	\$1,320.00	\$1,355.00
Works zone permit for six months: Parking in front of construction site for workers' private vehicles for six months. Up to four bays or the width of the site (whichever is the lesser)	\$2,640.00	\$2,710.00
Works zone permit for nine months: Parking in front of construction site for workers' private vehicles for nine months. Up to four bays or the width of the site (whichever is the lesser)	\$3,960.00	\$4,068.00
Works zone permit for 12 months: Parking in front of construction site for workers' private vehicles for twelve months. Up to four bays or the width of the site (whichever is the lesser)	\$5,280.00	\$5,425.00
Work Zone permit extensions: An extension to the permit allowing parking in front of construction site for workers' private vehicles.	\$865.10	\$865.10
Work Zone permit (additional parking bays, in excess of four) Additional parking bays for workers' private vehicles in front of a construction site.	\$263.40	\$270.00
Work Zone Signage installations and removal	\$395.00	\$405.00
Advertising Signs (Real Estate Agents) application fee Application fee for the permit to allow small Auctions signs to be placed in residential streets at the time of auctions or open for inspections only.	\$104.00	\$107.00
Advertising Signs (Real Estate Agents) permit fee Annual permit for small Auctions signs to be placed in residential streets at the time of auctions or open for inspections only	\$677.00	\$700.00
City Permits - itinerant trading		
Charity Bins application fee for permit to place a charity clothing bin on Council land	\$155.00	\$158.50
Charity Bins permit fee to place a charity clothing bin on Council land	\$100.00	\$102.25
Charity Bins Permit Renewal Fee	\$107.00	\$109.40
Commercial Waste Bins - 120 litre bin	\$69.00	\$70.55
Commercial Waste Bins - 240 litre bin	\$99.50	\$101.75
Commercial Waste Bins - up to 1,200 litres	\$397.50	\$406.45
Commercial Waste Bins application fee to apply for permit to store waste bins for commercial premises on Council land such as for cafes (not skip bins)	\$107.00	\$109.40
Commercial Waste Bins permit fee. Permit fee to store waste bins for commercial premises on council land such as for cafes (not skip bins)	\$107.00	\$109.40
Non-motorised trading permit fee (including pedicabs and horse drawn carts)	\$2,490.00	\$2,546.00

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
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	\$107.00	\$109.40
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	\$390.00	\$399.00
Road Opening Permit - application fee for private contractors to excavate Council land for the purposes of water, electricity, telecommunications etc.	\$107.00	\$109.40
Road Opening Permit - permit fee for private contractors to excavate Council land for the purposes of water, electricity, telecommunications etc.	\$118.00	\$120.70
Vehicle Crossing Permanent - application fee for permit to construct or repair a private driveway.	\$250.00	\$255.65
Vehicle Crossing Permanent - permit fee to construct or repair a private driveway to council specifications (paid once assessment of application determines that a permit is okay to be issued).	\$175.00	\$179.00
Vehicle Crossing Temporary - application fee for permit to construct or repair a private driveway.	\$155.00	\$158.50
Vehicle Crossing Temporary - permit fee to construct or repair a private driveway to council specifications (paid once assessment of application determines that a permit is okay to be issued).	\$175.00	\$179.00
Street Occupation Permit - application fee to apply for a permit to occupy Council land for works or storage of associated building materials.	\$107.00	\$109.40
Street Occupation Permit - permit fee to occupy Council land for works or storage of associated building materials.	\$129.00	\$131.90
Street occupation without gantry per square metre per day	\$2.50	\$2.55
Street occupation without gantry per square metre per week	\$17.50	\$17.85
Street occupation rental fees with gantry per square metre per day	\$1.50	\$1.55
Street occupation rental fees with gantry per square metre per week	\$10.50	\$10.85
Road Closure Permit - application fee for permit to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval.	\$107.00	\$109.40
Road Closure Permit - fee per day with road opening to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval.	\$134.50	\$137.55
Road Closure Permit - fee per day for other closures	\$224.00	\$229.05
Road Closure Permit - If metered / restricted parking - per bay/ per day	\$20.00	\$20.45
Skip Bin Permit - application fee to apply for a permit to store a refuse/skip bin on Council land.	\$28.00	\$28.65

Fees and charges

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Skip Bin Permit - fee per day for permit to store a refuse / skip bin on Council land	\$19.50	\$19.95
Skip Bin Permit - fee per week to store a refuse / skip bin on Council land	\$136.50	\$139.60
Asset Protection Permit - fee for re-blocking or underpinning	\$235.00	\$240.30
Asset Protection Permit - fee for demolition (does not include any building works)	\$235.00	\$240.30
Asset Protection Permit - fee for building works between \$5,000 and \$20,000	\$235.00	\$336.40
Asset Protection Permit - fee for building works over \$20,000 other than those types listed below:	\$329.00	\$336.40
Asset Protection Permit - fee for single dwelling construction	\$824.00	\$842.55
Asset Protection Permit - fee for unit development - up to four units	\$989.00	\$1,011.25
Asset Protection Permit - fee for unit development - more than four units and up to eight units	\$2,188.00	\$2,237.25
Asset Protection Permit - fee for multi-storey development more than two and up to five storeys	\$2,188.00	\$2,237.25
Asset Protection Permit - fee for multi-storey development more than five storeys	\$3,296.00	\$3,370.20
Significant trees		
Significant Trees - application fee to prune a significant tree on private land.	\$69.00	\$70.55
Significant Tree - application fee for removal, per significant tree on private land.	\$175.00	\$180.00
Significant Trees - permit fee to prune a significant tree on private land.	\$69.00	\$70.55
Work within the Road Reserve Consent		
Municipal road or non-arterial State road where maximum speed limit at any time is not more than 50 kph:		
Code 0	\$339.50	\$339.50
Code 1	\$85.30	\$85.30
Municipal road or non-arterial State road where maximum speed limit at any time is more than 50 kph:		
Code 2	\$622.80	\$622.80
Code 3	\$339.60	\$339.60

City planning and urban design

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Planning Scheme Amendment Fees		
Stage 1		
a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment,	\$3,050.90	\$3,050.90
Stage 2 - Up to and including 10 submissions that seek a change to an amendment:		
e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable).	\$15,121.00	\$15,121.00
Stage 2 - 11 to (and including) 20 submissions which seek a change to an amendment:		
e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable).	\$30,212.40	\$30,212.40
Stage 2 - Submissions that exceed 20 submissions, which seek a change to an amendment:		
e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable).	\$40,386.90	\$40,386.90
Stage 3		
a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	\$481.30	\$481.30

Fees and charges

Development approvals and compliance

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Building control fees		
New Fee - Advertising - Report and Consent	\$66.00	\$67.50
New Fee - Application fee to retain works constructed without a building permit- minimum fee depending on complexity but generally in line with standard building permit fees as a guide.	\$616.00	\$629.90
New Fee - Building Audit/inspection fee	\$180.00	\$184.05
Legal Point of Discharge - for Stormwater and provide information for the Building Surveyor	\$144.70	\$144.70
Property enquiry - R51(3) (previously Form 326/3) - to obtain inspecting approval dates ordinarily sought by an owner or mortgagee	\$47.20	\$47.20
Property enquiry R51(1) (previously Form 2.10, 326/1) - to obtain property information relating to building permits and notices & orders outstanding ordinarily sought by solicitors	\$47.20	\$47.20
Property enquiry R51(1) (previously Form 2.10, 326/1) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	\$47.20	\$47.20
Flood level certificate R51(2) (previously Form 326/2) - to obtain property information relating to flooding	\$47.20	\$47.20
Flood level certificate R51(2) (previously Form 326/2) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	\$47.20	\$47.20
Lodgement fee from Private Building Surveyors - commercial - associated with lodgement of building permit for commercial properties ordinarily lodged by the private building surveyor.	\$121.90	\$121.90
Lodgement fee from Private Building Surveyors - residential - associated with lodgement of building permit for commercial properties ordinarily lodged by the private building surveyor.	\$121.90	\$121.90
Government building levy (Calculated as percent of value of work). Fee associated with building permits and paid to the Victorian Building Authority as a levy.	0.128 % and 0.034 %	0.128 % and 0.034 %
Report and Consent Fee - Rescode - associated with siting non-compliance in relation to building permits.	\$290.40	\$290.40
Report and Consent Fee - Hoarding - associated with precautions over the street alignment in relation to permits (hoarding, scaffold etc.)	\$294.70	\$294.70
Report ONLY - Rescode and Hoarding - associated with precautions over the street alignment in relation to permits (hoarding, scaffold etc.)	\$540.00	\$552.15
POPE - Place of public entertainment - Small (up to 2,000 people) Applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$800.00	\$818.00
POPE - Place of public entertainment - Medium (2,001- 5,000 people) - applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$1,470.00	\$1,503.10
POPE - Place of public entertainment - Large (5,001 plus people) Applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$2,210.00	\$2,259.80
Siting Approval - one Structure - applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$369.00	\$377.30

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Siting Approval - Between two and five structures - applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$578.00	\$591.00
Siting Approval - Greater than five structures - applications lodged within 10 days of an event will incur a 50 per cent surcharge	\$1,055.00	\$1,078.80
Fire Safety Determination - Small Building - associated with inspection of smaller buildings to provide assessment of fire safety	\$583.00	\$596.10
Fire Safety Determination - Medium Building - associated with inspection of medium buildings to provide assessment of fire safety	\$1,745.00	\$1,784.30
Fire Safety Determination - Large Building - associated with inspection of large buildings to provide assessment of fire safety	\$2,910.00	\$2,975.50
Building permits (internal)		
Alterations and additions to a dwelling <\$100,000	\$1,430.00	\$1,462.20
Alterations and additions to a dwelling \$100,000-\$200,000	\$1,668.00	\$1,705.55
Alterations and additions to a dwelling \$200,001-\$300,000	\$1,990.00	\$2,034.80
Alterations and additions to a dwelling >\$300,000	\$2,383.50	\$2,437.15
Amendment to building permits issued	\$557.00	\$569.55
Carports/garages <\$20,000	\$955.00	\$976.50
Carports/garages >\$20,000	\$1,193.00	\$1,219.90
Demolish attached dwelling	\$1,433.00	\$1,465.25
Demolish detached dwelling	\$1,190.00	\$1,216.80
Demolish outbuildings	\$718.00	\$734.20
Extension of time - Class 1 or 10	\$330.00	\$337.50
Extension of time - Class 2 to 9	\$476.00	\$486.70
Extension of time to building permits issued	\$557.00	\$569.55
Fences	\$715.00	\$731.00
Internal alterations to class 2 apartments	\$1,194.00	\$1,221.00
Lapsed Permit Renewal (Class 1 or 10)	\$662.00	\$676.90
Lapsed Permit Renewal (Class 2 to 9) Minimum Fee	\$827.00	\$845.60
Multiple dwellings (2)	\$4,769.00	\$4,876.30
Multiple dwellings (3)	\$5,562.00	\$5,687.15
Multiple dwellings (4)	\$6,357.00	\$6,500.00
New dwellings <\$250,000	\$2,545.00	\$2,602.30
New dwellings \$250,000-\$500,000	\$3,020.00	\$3,088.00
New dwellings >\$500,000	\$3,496.00	\$3,574.70
Shop fit outs <\$100,000	\$1,272.00	\$1,300.65
Shop fit outs \$100,000-\$200,000	\$1,510.00	\$1,787.35
Shop fit outs >\$200,000	\$1,748.00	\$1,544.00
Swimming pools (includes barrier to AS 1926)	\$1,962.00	\$2,006.15

Fees and charges

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Swimming Pool Administration and Enforcement Fees		
Swimming Pool registration fee	\$31.90	\$31.90
Lodgement Fee- Certificate of Pool Compliance	\$20.50	\$20.50
Lodgement Fee- Certificate of Pool Non-Compliance	\$385.10	\$385.10
Penalty Infringement Fee (Non-Compliance)	\$330.40	\$330.40
Class 2, 3, 4, 5, 6, 7 and 9 alterations, additions and new buildings		
Up to \$40,000	\$868.00	\$887.55
\$40,000 to \$100,000 (value of work)	\$ value x (1.749 %)	\$ value x (1.749 %)
\$100,001 to \$500,000 (value of work)	\$ value x (1.523 %)	\$ value x (1.523 %)
\$500,001 to \$2 million (value of work)	\$ value x (0.617 %)	\$ value x (0.617 %)
> \$2 million to \$10 million (value of work)	\$ value x (0.3284 %)	\$ value x (0.328 %)
> \$10 million to \$20 million (value of work)	\$ value x (0.219 %)	\$ value x (0.219 %)
> \$20 million to \$30 million (value of work)	\$ value x (0.215 %)	\$ value x (0.215 %)
> \$30 million to \$40 million (value of work)	\$ value x (0.1965 %)	\$ value x (0.1965 %)
> \$40 million to \$50 million (value of work)	\$ value x (0.1919 %)	\$ value x (0.1919 %)
> \$50 million (value of work)	\$ value x (0.1872 %)	\$ value x (0.1872 %)
Statutory Planning and Business Support		
Install solar panels for Residents and Industry	\$0.00	\$0.00
Class 1 - Use Only (includes Liquor Licence and Car Park Waiver) - to apply for a planning permit to change the use of the land only	\$1,318.10	\$1,318.10
Development (including single dwellings up to \$2,000,000) - use and or develop a single dwelling per lot, and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land):		
Class 2 - Up to \$10,000.	\$199.90	\$199.90
Class 3 - more than \$10,001 less than \$100,000	\$629.40	\$629.40
Class 4 - more than \$100,001 less than \$500,000	\$1,288.50	\$1,288.50
Class 5 - more than \$500,001 to \$1,000,000	\$1,392.10	\$1,392.10
Class 6 - more than \$1,000,001 less than \$2,000,000 (more than \$2,000,000 see Class 13 to 16 fees apply)	\$1,495.80	\$1,495.80
VicSmart Application		
\$10,000 or Less	\$195.10	\$199.90
More than \$10,000	\$419.10	\$429.50
Subdivide or consolidate land	\$195.10	\$199.90
Class 10 - Amendments to a class 10 permit: VicSmart application (other than a class 7, class 8 or class 9 permit)	\$199.90	\$199.90
Development (including single dwellings > more than \$2,000,000)		
Class 11 - Less than \$100,000 (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land)	\$1,147.80	\$1,147.80
Class 12 - \$100,001 to \$1,000,000 (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land)	\$1,547.60	\$1,547.60
Class 13 - \$1,000,001 to \$5,000,000 (including a single dwelling per lot) (other than a class 6 or class 8 or a permit to subdivide or consolidate land.	\$3,413.70	\$3,413.70

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Class 14 - \$5,000,001 to \$15,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$8,700.90	\$8,700.90
Class 15 - \$15,000,001 to \$50,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$25,658.30	\$25,658.30
Class 16 - \$50,000,001 plus (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$57,670.10	\$57,670.10
Subdivision		
Class 17 - Subdivide an existing building (other than a class 9 permit)	\$1,318.10	\$1,318.10
Class 18 - Two lot subdivision (other than a class 9 or class 16 permit)	\$1,318.10	\$1,318.10
Class 19 - Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$1,318.10	\$1,318.10
Class 20 - Subdivide land (other than a class 9, class 16, class 17 or class 18 permit) per 100 lots	\$1,318.10	\$1,318.10
Class 21 - create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or - create or remove a right of way; or - 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	\$1,318.10	\$1,318.10
Class 22 - A Permit not otherwise provided for in the Regulations	\$1,318.10	\$1,318.10
Subdivision Certification		
Certification - Endorsement of Plans of Subdivision	\$174.80	\$174.80
Alteration of a plan under Section 10(2) of the Subdivision Act	\$111.10	\$111.10
Amendment of certified plan	\$140.70	\$140.70
Other Statutory Planning Fees		
S57A (a) Amend a (new) application after notice has been given (section 57A(3)(a)) is 40 per cent of the application fee for that class of permit.	40 % of Application Fee	40 % of Application Fee
S57A (b) Amend a Sec.72 application after notice has been given (section 57A(3)(a)) is 40 per cent of the application fee for that class of permit set out in the Table at Regulation 11 and any additional fee under (c) below.	40 % of Application Fee + [c]	40 % of Application Fee + [c]
S57A If amending the application changes the class of application: (c) To a new class having a higher application fee set out in the Table to regulation 9, an additional fee applies being the difference between the original fee and the amended class fee.	Difference between original fee and new class \$	Difference between original fee and new class \$
Certificate of Compliance	\$325.80	\$325.80
Where the Planning Scheme specifies that a matter must be done to the satisfaction of the responsible authority (including car parking consent)	\$325.80	\$325.80
For an agreement, or to amend or end an agreement, under section 173 of the Act	\$659.00	\$659.00

Fees and charges

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Class - Statutory Planning Fees - Amendments to permits S.72 Regulation 11		
Class 1 - Amendments to a permit to change the use allowed by the permit or allow a new use.	\$1,318.10	\$1,318.10
Class 2 - Amendments to a permit (other than a permit for a single dwelling per lot or to use and develop a single dwelling per lot or to undertake development ancillary to a single dwelling per lot) to change the statement (preamble) of what the permit or to change any or all of the conditions which apply to the permit.	\$1,318.10	\$1,318.10
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	\$199.90	\$199.90
Class 4 - \$10,001 to \$100,000	\$629.40	\$629.40
Class 5 - \$100,001 to \$500,000	\$1,288.50	\$1,288.50
Class 6 - \$500,001 or more	\$1,329.10	\$1,329.10
VicSmart Applications		
Class 7 - Up to \$10,000	\$199.90	\$199.90
Class 8 - \$10,001 or more	\$429.40	\$429.40
Class 9 - Amendments to a class 9 permit: to subdivide or consolidate land	\$199.90	\$199.90
Class 10 - Amendment to a class 10 permit: VicSmart application (other than a class 7, class 8 or class 9 permit)	\$199.90	\$199.90
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	\$1,147.80	\$1,147.80
Class 12 - \$100,001 to \$1,000,000	\$1,547.60	\$1,547.60
Class 13 - More than \$1,000,001	\$3,413.70	\$3,413.70
Subdivision		
Amendments to class 17 permit: to subdivide an existing building (other than a class 9 permit)	\$1,318.10	\$1,318.10
Amendments to class 18 permit: to subdivide land into two lots (other than a class 9 or class 16 permit)	\$1,318.10	\$1,318.10
Amendments to class 19 permit: realignment of a common boundary between lots or consolidate two or more lots (other than a class 9 permit)	\$1,318.10	\$1,318.10
Amendments to a class 20: subdivide land (other than a class 9, class 16, class 17 or class 18 permit) per 100 lots.	\$1,318.10	\$1,318.10
Amendment to class 21 permit: amendment to an application to - a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	\$1,286.10	\$1,318.10
Amendments to a class 22 permit an application for a permit not otherwise provided for in the Regulations.	\$1,318.10	\$1,318.10

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Port Phillip Planning and Administration fees		
Secondary consent - Fee for amending Endorsed Plans:		
Secondary Consent - Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is \$10,000 or Less	\$140.00	\$143.20
Secondary Consent - Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is more than \$10,000 but not more than \$100,00	\$140.00	\$314.70
Secondary Consent - Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is more than \$100,000 but not more than \$500,00	\$140.00	\$644.25
Secondary Consent - Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is more than \$500,000	\$140.00	\$696.05
Secondary Consent - Amendment to a Permit that is the subject of a VicSmart Application where the cost of any additional development permitted by the Amendment is \$10,000 or Less	\$140.00	\$140.00
Secondary Consent - Amendment to a Permit that is the subject of a VicSmart Application where the cost of any additional development permitted by the Amendment is more than \$10,000	\$140.00	\$214.75
Secondary Consent - Amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is \$100,000 or less	\$140.00	\$573.90
Secondary Consent - Amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$100,000 but not more than \$1,000,000	\$140.00	\$773.80
Secondary Consent - Amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$1,000,000 but not more than \$5,000,000	\$140.00	\$1,708.85
Secondary Consent - Amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$5,000,000	\$140.00	\$4,350.45
Subdivide an existing building (other than a class 9 permit) 21 \$1,318.10 22 A permit not otherwise provided for in the regulations	\$140.00	\$659.05
Two lot subdivision (other than a class 9 permit or class 16 permit)	\$140.00	\$659.05
Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$140.00	\$659.05
Subdivide land (other than a class 9, class 16, class 17 permit or class 18 permit)	\$140.00	\$659.05 per 100 Lots
a) Create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) Create or remove a right of way; or 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.	\$140.00	\$659.05

Fees and charges

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Secondary Consent of a Class 22 Permit A permit not otherwise provided for in the regulations	\$140.00	\$659.05
Request under section 29A of the Building Act 1993 for report and consent on proposed demolition.	\$85.20	\$85.20
Fast Track Fee - for minor planning application (such as painting of heritage buildings and minor works applications) that are able to be processed without advertising or the need for external referrals.	\$132.50	\$135.50
Car Parking Consent - for determining satisfactory car parking where no Planning Permit is required.	\$140.00	\$143.20
Advertising - Board per advertising sign when planning permit applications are required to be advertised	\$82.00	\$83.80
Advertising - Letter - per letter when planning permit applications are required to be advertised	\$11.90	\$11.90
Planning Confirmation - for response to requests for Planning information	\$187.55	\$191.80
Copy of Planning Register - for a copy of planning register	\$81.95	\$83.80
Extension of time		
The owner or occupier may request an extension of time in the following circumstances: <ul style="list-style-type: none"> before the permit expires or within six months afterwards, where the use or development allowed by the permit has not yet started; within 12 months after the permit expiry date, where the development allowed by the permit has lawfully started before the permit expired. 	No Comparable data available since a new fee structure has been introduced for 2020-21	The Greater of: 50 per cent of the current application fee based on the Class of Application (Regulation 9) or \$633.00
Planning file search		
Residential lodged during or prior to 2010	\$112.00	\$114.50
Residential lodged from 2010 onwards	\$60.00	\$61.40
Residential Property Information Request	\$112.00	\$114.50
Commercial Applications - Lodged prior to 2010	\$341.00	\$348.70
Commercial Applications - Lodged from 2010 onwards	\$108.00	\$110.40
Scanning / photocopying fee - per sheet / page		
A4	\$1.40	\$1.45
A3	\$2.30	\$2.35
A2	\$5.10	\$5.25
A1 and AO	\$8.00	\$8.20

Health services

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Food Act - New Food Premises Application Fees		
Class 1 and 2 - Regular Premises - New Application Fee	\$250.00	\$250.00
Class 3 - Regular Premises - New Application Fee	\$165.00	\$165.00
Class 2 and 3 - Home Business - New Application Fee	\$165.00	\$165.00
Food Act - Initial and Annual Renewal of Registration Fees		
Initial registration fees decrease on a pro-rata basis by 25 per cent every three months		
Class 1 - Small (one staff member) e.g. childcare	\$340.00	\$345.00
Class 1 - Medium (two + staff) e.g. aged / residential care	\$465.00	\$475.00
Class 2 - Regular Premises - Small	\$340.00	\$345.00
Class 2 - Regular Premises - Medium	\$620.00	\$630.00
Class 2 - Regular Premises - Large	\$870.00	\$885.00
Class 2 - Supermarket - Small	\$620.00	\$630.00
Class 2 - Supermarket - Medium	\$870.00	\$885.00
Class 2 - Supermarket - Large	\$1307.00	\$1335.00
Class 2 - Community Groups and Clubs - Small	\$77.00	\$78.00
Class 2 - Community Groups and Clubs - Medium	\$154.00	\$157.00
Class 2 - Community Groups and Clubs - Large	\$620.00	\$630.00
Class 3 - Regular Premises - Small	\$205.00	\$208.00
Class 3 - Regular Premises - Medium	\$340.00	\$345.00
Class 3 - Regular Premises - Large	\$465.00	\$475.00
Class 3 - Community Groups and Clubs - Small	\$67.00	\$68.00
Class 3 - Community Groups and Clubs - Medium	\$130.00	\$132.00
Class 3 - Community Groups and Clubs - Large	\$340.00	\$345.00
Class 1, 2 and 3 - Registered Charities	\$0.00	\$0.00
Food Act - Initial and Annual Renewal of Registration Fees - Temporary and Mobile Premises		
Class 2 - Commercial Temporary Premises - up to three months	\$115.00	\$117.00
Class 2 - Commercial Temporary Premises - three to six months	\$230.00	\$235.00
Class 2 - Commercial Temporary Premises - six to 12 months	\$460.00	\$470.00
Class 3 - Commercial Temporary Premises - up to three months	\$85.00	\$86.00
Class 3 - Commercial Temporary Premises - three to six months	\$170.00	\$173.00
Class 3 - Commercial Temporary Premises - six to 12 months	\$340.00	\$345.00
Class 2 - Commercial Mobile or Temporary Premises - single event or maximum two consecutive days	\$77.00	\$78.00
Class 3 - Commercial Mobile or Temporary Premises - single event or maximum two consecutive days	\$67.00	\$68.00
Class 2 - Mobile or Temporary Premises Community groups, sporting clubs or other not for profit - operating occasionally, seasonally or up to 12 months	\$75.00	\$76.00
Class 3 - Mobile or Temporary Premises Community groups, sporting clubs or other not for profit - operating occasionally, seasonally or up to 12 months	\$65.00	\$66.00

Fees and charges

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Class 2 - Mobile or Temporary Premises associated with a permanent fixed premises	\$160.00	\$163.00
Class 3 - Mobile or Temporary Premises associated with a permanent fixed premises	\$130.00	\$132.00
Medium	\$330.00	\$340.00
Large	\$450.00	\$465.00
Food Act - Transfer of Registration, Inspection Report and Late Fees		
Class 1 and 3 - Transfer of Registration	\$160.00	\$167.00
Class 2 - Transfer of Registration	\$240.00	\$245.00
Class 1 and 3 - Transfer Inspection Report	\$160.00	\$167.00
Class 2 - Transfer Inspection Report	\$240.00	\$245.00
Class 1 - Renewal of Registration Late Fee	\$77.00	\$78.00
Class 2 - Renewal of Registration Late Fee	\$128.00	\$130.00
Public Health and Wellbeing Act - Personal Care & Body Art (PCBA) Premises Fees		
Hairdresser and low-risk beauty parlour fee is full amount and is a one-off single payment with no requirement to renew annually. For skin penetration, colonic irrigation, higher risk beauty parlour and hairdressers with additional beauty treatments, the initial registration fees decrease on a pro-rata basis by 25 per cent every three months.		
New PCBA Application Fee	-	\$100.00
Initial Registration and Renewal of Registration Fee	\$205.00	\$208.00
Renewal of Registration Late Fee	\$77.00	\$78.00
Transfer of Registration Fees	\$128.00	\$130.00
Transfer Inspection Report fees	\$205.00	\$208.00
Public Health & Wellbeing Act - Prescribed Accommodation - Residential Accommodation / Rooming House / Youth Hostel / Student Dormitory / Hotel / Motel - Initial and Annual Renewal of Registration Fees		
New Prescribed Accommodation Application Fee	\$0.00	\$150.00
Transfer of Registration - Property with 1-20 residents	\$154.00	\$157.00
Transfer of Registration - Property with 21-60 residents	\$266.00	\$270.00
Transfer of Registration - Property with 61+ residents	\$400.00	\$408.00
Transfer Inspection Report - Property with 1-20 residents	\$205.00	\$208.00
Transfer Inspection Report - Property with 21-60 residents	\$307.00	\$313.00
Transfer Inspection Report - Property with 61+ residents	\$410.00	\$418.00
Renewal of Registration Late Fee	\$77.00	\$78.00
Public Health and Wellbeing Act - Aquatic Facilities - Initial and Annual Renewal of Registration Fees		
Public Swimming Pool (one pool)	\$0.00	\$280.00
Public Swimming Pool (2-4 pools)	\$0.00	\$380.00
Public Swimming Pool (four+ pools)	\$0.00	\$480.00
Food Act and Public Health & Wellbeing Act - Infringements		
Statutory Penalty Unit	\$165.00	\$165.00

Local laws and animal management

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Local Laws		
Local Laws reclaim fee		
Reclaim fee - impounded goods, for any goods, materials impounded by Council that are released to the owner such as shopping trolleys	\$158.00	\$158.00
Local law Permit Fees		
General Local Laws Permit Fee	\$250.00	\$255.65
Local law infringements		
Local Law No.1 (Infringements Act 2006) per penalty unit	\$100.00	\$100.00
Penalty Reminder Notice	\$25.80	\$25.80
Animal management		
Domestic Animal Business registration fee	\$276.00	\$276.00
Animal management infringements (Domestic Animal Act 1994)		
Statutory Penalty Unit	\$165.00	\$165.00
Penalty Reminder Notice	\$25.80	\$25.80
Dog		
Permit for multiple dogs per residence (one off payment)	\$70.00	\$70.00
Restricted breed dog - includes any declared, menacing, dangerous dogs	\$268.00	\$268.00
Minimum fee non-pensioner	\$70.00	\$70.00
Maximum fee non-pensioner	\$210.00	\$210.00
Minimum fee pensioner	\$32.00	\$32.00
Maximum fee pensioner	\$96.00	\$96.00
Reclaim impounding fees	\$170.00	\$170.00
Rebate for Assist Dogs (on production of required documentation)	-\$69.00	-\$69.00
Cat		
Minimum fee non-pensioner	\$37.00	\$37.00
Maximum fee non-pensioner	\$106.00	\$106.00
Minimum fee pensioner	\$16.50	\$16.50
Maximum fee pensioner	\$51.00	\$51.00
Reclaim impounding fees	\$88.00	\$88.00
Deposit cat trap (Refundable)	\$100.00	\$100.00
Cat trap fee per week	\$10.50	\$10.50

Fees and charges

Public space

Description	2018/19 fee (incl. GST if applicable)	2019/20 fee (incl. GST if applicable)
Events administration		
Event and promotion application fee	\$90.00	\$100.00
Event variations and late information (\$300 to \$6,500)	(\$300-\$6,500)	(\$300-\$6,500)
Parking on Reserve fee (per car)	\$100.00	\$102.00
Traffic management costs (per hour)	\$116.00	\$118.00
Winter events 50 per cent of full fee	50% of full fee	50% of full fee
Weddings and minor events		
Event Minor non-wedding (2-hour permit)	\$200.00	\$204.00
Wedding heritage gardens (2-hour permit)	\$350.00	\$355.00
Wedding non-heritage gardens (2-hour permit)	\$200.00	\$204.00
Wedding photography only	\$100.00	\$102.00
Promotions		
Distributing Promotional Flyers - for City of Port Phillip businesses (full day/ eight hours)	\$105.00	\$107.00
Distributing Promotional Flyers - for City of Port Phillip businesses (per hour)	\$20.00	\$20.00
Product Promotions - per day fee for an eight-hour day	\$2,920.00	\$2,985.00
Product Promotions - per day fee for an eight-hour day package (Minimum three days)	\$2,425.00	\$2,475.00
Product Promotions - roving, no structures (per hour)	\$330.00	\$337.00
Product Promotions - with structures or vehicles (per hour) - Outside St Kilda Precinct	\$390.00	\$395.00
Product Promotions - with structures or vehicles (per hour) - St Kilda Precinct	\$505.00	\$515.00
Commercial Event or Promotion - site fee per day		
Bump in and bump out fee - weekdays per day	\$670.00	\$685.00
Bump in and bump out fee - weekends per day	\$820.00	\$838.00
Closure of Pier Road	\$1,480.00	\$2,000.00
Combined tourism event (St Kilda Town Hall and front lawn) - long stay	\$2,645.00	\$2,704.00
Combined tourism event (St Kilda Town Hall and front lawn) - bump in and bump out fee	\$737.00	\$750.00
High risk/high impact event	(\$7,200 - \$30,000)	(\$7,200 - \$30,000)
Intermediate events	\$675.00	\$690.00
Large events	\$2,645.00	\$2,704.00
Medium events	\$1,300.00	\$1,325.00
Refundable Noise Bond	(\$5,000-\$20,000)	(\$5,000-\$20,000)
Refundable Security Bond per site	(\$5,000 - \$50,000)	(\$5,000 - \$50,000)
Small events	\$300.00	\$305.00

Description	2018/19 fee <small>(incl. GST if applicable)</small>	2019/20 fee <small>(incl. GST if applicable)</small>
On-road events		
Combination Events (Reserve and Road use); flat fee 0 - 2,000 registered participants inclusive	\$10,515.00	\$10,750.00
Combination Events (reserve and road use) for events with over 2,000 registered participants, additional fee per registered participant 2,001+	\$5.20	\$5.30
On-Road Only (per participant) - minimum charge 2,000 participants	\$1.60	\$1.63
Busking Fee - six months 9 am to 9 pm	\$55.00	\$0.00
Street Stall Permit / Collection	\$65.00	\$66.00
Temporary signage fee - up to 14 days only	\$150.00	\$153.00
Markets		
Outdoor Markets (per session)	\$650.00	\$664.00
Parks Services		
Amenity valuation cost recovery for approved public tree removal and replacement	Full cost recovery (upon request)	Full cost recovery (upon request)

Fees and charges

We thrive by harnessing our creativity

Arts, culture and heritage

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

Economic development and tourism

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Extended Trading - Outdoor Seating		
Extended Trading application fee	\$69.70	\$69.70
Extension of current situation \$10m ² Min of \$200	\$228.60	\$228.60
Marquee enclosing outdoor seating \$15m ² Min of \$200	\$228.60	\$228.60

Economic development and tourism

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
City Permits - footpath trading		
Council endorsed new footpath trading fee policy as at 15 May 2019		
Occupancy Permits - Tables - to place a table on the footpath (annual cost per item).		
Acland Street- Primary	\$97.20	\$97.20
Acland Street - Secondary	\$61.00	\$61.00
Armstrong Street - Primary	\$53.20	\$50.40
Barkly Street - Primary	\$61.60	\$58.80
Barkly Street - Secondary	\$50.40	\$47.60
Bay Street Primary	\$61.60	\$56.00
Bay Street - Secondary	\$44.80	\$42.00
Bridport Street - Primary	\$89.60	\$84.00
Bridport Street - Secondary	\$56.00	\$50.40
Carlisle Street - Primary	\$75.60	\$67.20
Carlisle Street - Secondary	\$50.40	\$47.60
Clarendon Street - Primary	\$67.20	\$61.60
Clarendon Street - Secondary	\$53.20	\$50.40
Coventry Street - Primary	\$61.60	\$56.00
Fitzroy Street - Primary	\$33.60	\$33.60
Fitzroy Street - Secondary	\$47.60	\$33.60
Glen Eira Road - Primary	\$44.80	\$44.80
Glenhuntly Road - Primary	\$53.20	\$47.60
Ormond Road - Primary	\$67.20	\$61.60
Tennyson Street - Primary	\$42.00	\$42.00
Victoria Avenue - Primary	\$39.20	\$39.20
All other areas - Tertiary	\$33.60	\$33.60
Footpath occupancy permits - Chairs - to place a chair on the footpath (annual cost per item).		
Acland Street - Primary	\$149.30	\$149.30
Acland Street - Secondary	\$93.60	\$93.60
Armstrong Street - Primary	\$81.70	\$77.40
Barkly Street - Primary	\$94.60	\$90.30
Barkly Street - Secondary	\$77.40	\$73.10
Bay Street Primary	\$94.60	\$86.00
Bay Street - Secondary	\$68.80	\$64.50
Bridport Street - Primary	\$137.60	\$129.00
Bridport Street - Secondary	\$86.00	\$77.40
Carlisle Street - Primary	\$116.10	\$103.20
Carlisle Street - Secondary	\$77.40	\$73.10

Fees and charges

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Clarendon Street - Primary	\$103.20	\$94.60
Clarendon Street - Secondary	\$81.70	\$77.40
Coventry Street - Primary	\$94.60	\$86.00
Fitzroy Street - Primary	\$51.60	\$51.60
Fitzroy Street - Secondary	\$73.10	\$51.60
Glen Eira Road - Primary	\$68.80	\$68.80
Glenhuntly Road - Primary	\$81.70	\$73.10
Ormond Road - Primary	\$103.20	\$94.60
Tennyson Street - Primary	\$64.50	\$64.50
Victoria Avenue - Primary	\$60.20	\$60.20
All other areas - Tertiary	\$51.60	\$51.60
Footpath occupancy permits - Glass Screens - Tables - to place a table within a glass screen on the footpath (annual cost per item).		
Acland Street - Primary	\$136.90	\$136.90
Acland Street - Secondary	\$88.00	\$88.00
Armstrong Street - Primary	\$79.80	\$75.60
Barkly Street - Primary	\$92.40	\$88.20
Barkly Street - Secondary	\$75.60	\$71.40
Bay Street Primary	\$92.40	\$84.00
Bay Street - Secondary	\$67.20	\$63.00
Bridport Street - Primary	\$134.40	\$126.00
Bridport Street - Secondary	\$84.00	\$75.60
Carlisle Street - Primary	\$113.40	\$100.80
Carlisle Street - Secondary	\$76.60	\$71.40
Clarendon Street - Primary	\$100.80	\$92.40
Clarendon Street - Secondary	\$79.80	\$75.60
Coventry Street - Primary	\$92.40	\$84.00
Fitzroy Street - Primary	\$50.40	\$50.40
Fitzroy Street - Secondary	\$71.40	\$50.40
Glen Eira Road - Primary	\$67.20	\$67.20
Glenhuntly Road - Primary	\$79.80	\$71.40
Ormond Road - Primary	\$100.80	\$92.40
Tennyson Street - Primary	\$63.00	\$63.00
Victoria Avenue - Primary	\$58.80	\$58.80
All other areas - Tertiary	\$50.40	\$50.40

Description	2019/20 fee <small>(incl. GST if applicable)</small>	2020/21 fee <small>(incl. GST if applicable)</small>
Footpath occupancy permits - Glass Screens - Chairs - to place a chair within a glass screen on the footpath (annual cost per item).		
Acland Street- Primary	\$213.70	\$213.70
Acland Street - Secondary	\$135.10	\$135.10
Armstrong Street - Primary	\$122.55	\$116.10
Barkly Street - Primary	\$141.90	\$135.45
Barkly Street - Secondary	\$116.10	\$109.65
Bay Street Primary	\$141.90	\$129.00
Bay Street - Secondary	\$103.20	\$96.75
Bridport Street - Primary	\$206.40	\$193.50
Bridport Street - Secondary	\$129.00	\$116.10
Carlisle Street - Primary	\$174.15	\$154.80
Carlisle Street - Secondary	\$116.10	\$109.65
Clarendon Street - Primary	\$154.80	\$141.90
Clarendon Street - Secondary	\$122.55	\$116.10
Coventry Street - Primary	\$141.90	\$129.00
Fitzroy Street - Primary	\$77.40	\$77.40
Fitzroy Street - Secondary	\$109.65	\$77.40
Glen Eira Road - Primary	\$103.20	\$103.20
Glenhuntly Road - Primary	\$122.55	\$109.65
Ormond Road - Primary	\$154.80	\$141.90
Tennyson Street - Primary	\$96.75	\$96.75
Victoria Avenue - Primary	\$90.30	\$90.30
All other areas - Tertiary	\$77.40	\$77.40
Footpath occupancy permits - various		
Advertising signs one per property only	\$329.45	\$329.45
Display of goods	\$394.00	\$394.00
Planters per premises with outdoor furniture	\$0.00	\$0.00
Removable screens, per premise with outdoor furniture.	\$200.35	\$200.35
Outdoor heaters	\$132.45	\$132.45
Renewal Administration Fee	\$70.00	\$70.00
Applications Fee for new, amendments and transfers	\$120.00	\$120.00
Application Fee for Glass Screen	\$250.00	\$250.00
Miscellaneous items including menu boards, newspaper stands	\$183.75	\$183.75
Delineation marker per marker installation (per marker)	\$42.45	\$42.45
Delineation marker per marker	\$42.45	\$42.45

Fees and charges

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Temporary Permits		
Temporary Application Fee	\$69.70	\$69.70
Temporary - Marketing and Promotion activity (daily charge) to a maximum of \$305	\$75.85	\$75.85
Advertising signs application fee	\$69.70	\$69.70
Advertising signs per day (with a maximum \$255)	\$41.00	\$41.00
Mobile Food Vans		
Mobile Food Vehicle/ Van Permit	\$2,280.00	\$2,280.00
Mobile Food Vehicle/ Van Application Fee	\$74.00	\$74.00

Festivals

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
St Kilda Festival Road trading (non-alcohol per m ²)	\$10.75	\$10.75
St Kilda Festival Road Trading (with alcohol per m ²)	\$29.00	\$29.00
St Kilda Festival Itinerant Market Stall (high pedestrian zone)	\$355.00	\$355.00
St Kilda Festival Itinerant Market Stall (regular zone)	\$184.00	\$184.00
St Kilda Festival All Food Vending Areas (under 15 m ²)	\$85.00	\$85.00
St Kilda Festival All Food Vending Areas (over 15 m ²)	\$130.00	\$130.00
St Kilda Festival Permit Administration Fee	\$34.00	\$34.00
St Kilda Film Festival call for entry fee - early bird rate	\$32.00	\$33.00
St Kilda Film Festival call for entry fee - standard rate	\$45.00	\$46.00
St Kilda Festival call for entry fee	\$35.00	\$35.00
St Kilda Festival Carnival site fee	\$29,000.00	\$30,000.00
Cost Recovery (infrastructure and power hire)	Full Cost Recovery	Full Cost Recovery
Live N Local entry fee	\$35.00	\$35.00

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Esplanade Market		
Esplanade Market (three monthly permits) 2.4 metre size site (1 July - 30 September and 1 April - 30 June)	\$652.40	\$652.40
Esplanade Market (three monthly permits) 2.4 metre size site (1 October to 31 March)	\$719.20	\$735.40
Esplanade Market (six monthly permits) 2.4 metre size site	\$1,191.80	\$1,191.80
Esplanade Market (12 monthly permits) 2.4 metre size site	\$2,219.20	\$2,219.20
Esplanade Market (casual permits) 2.4 metre size site (1 July - 30 September and 1 April - 30 June)	\$80.15	\$82.00
Esplanade Market (casual permits) 2.4 metre size site (1 October to 31 March)	\$89.40	\$91.45
Esplanade Market (3 monthly permits) 3.1 metre size site (1 July - 30 September and 1 April - 30 June)	\$717.10	\$717.10
Esplanade Market (3 monthly permits) 3.1 metre size site (1 October to 31 March)	\$791.10	\$808.90
Esplanade Market (6 monthly permits) 3.1 metre size site	\$1,309.95	\$1,309.95
Esplanade Market (12 monthly permits) 3.1 metre size site	\$2,442.10	\$2,442.10
Esplanade Market (casual permits) 3.1 metre size site (1 July - 30 September and 1 April - 30 June)	\$89.40	\$91.45
Esplanade Market (casual permits) 3.1 metre size site (1 October to 31 March)	\$98.50	\$100.75
Administration fee - new stallholders	\$30.80	\$31.50
Late fee on invoice payment - permanent stallholders	\$30.80	\$31.50
Late fee on invoice payment - casual stallholders	\$10.25	\$10.50
Ready to eat food - Casual stalls 3.1m site (1 July - 30 September and 1 April - 30 June)	\$173.00	\$177.75
New Fee - Paid Promotional Activity - Full Day	\$1,000.00	\$1,025.00
New Fee - Paid Promotional Activity - Half Day	\$500.00	\$512.00
Ready to eat food - Casual stalls 3.1 m site (31 October to 31 March)	\$196.20	\$200.65
Ready to eat food - Casual stalls oversize site (1 July - 30 September and 1 April - 30 June)	\$242.45	\$247.90
Ready to eat food - Casual stalls oversize site (1 October to 31 March)	\$268.15	\$274.20
Coffee Vendor 2.4 M - Quarterly Permits- for 3 months. (January-March, April-June, July-September, October-December)	\$976.00	\$998.00
Coffee Vendor 3.1 M - Quarterly Permits- for 3 months. (January-March, April-June, July-September, October-December)	\$1,004.80	\$1,027.40
Coffee Vendor - Casual Fee	\$121.20	\$123.95

Libraries

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

Fees and charges

Our commitment to you

Finance and project management

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Rates		
Land Information Certificates	\$27.00	\$27.00
Urgent Land Information Certificates	\$97.40	\$97.40
Financial management		
Dishonoured Cheques	\$46.20	\$46.20
Merchant Surcharge - American Express	0.65 %	0.65 %
Merchant Surcharge - EFTPOS and Debit cards	0.59 %	0.59 %
Merchant Surcharge - Visa/ Mastercard Credit cards	1.16 %	1.16 %

Governance, risk and policy

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Freedom of Information		
Freedom of Information requests (excluding photocopying charges)	\$29.60	\$29.60
Search Fees - charge rate is per hour	\$22.20	\$22.20
Photocopying A4 per copy black and white	\$0.20	\$0.20
Photocopying A4 per copy colour	\$1.00	\$1.00
Public Liability Fee	\$31.00	\$31.00
Merchant Surcharge - Visa/ Mastercard Credit cards	1.16%	1.16%

Assets and property management

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
Peppercorn rent	\$0.00	\$104.00
Hall hire - per day		
St Kilda Town Hall - Auditorium		
St Kilda Town Hall - Auditorium - Full (Excluding kitchen) - Community (registered not for profit) Friday to Sunday	\$1699.30	\$1200.00
St Kilda Town Hall - Auditorium - Full (Excluding kitchen) - Community (registered not for profit) Monday to Thursday	\$920.00	\$920.00
St Kilda Town Hall - Auditorium - Full (Excluding kitchen) - Standard Hire Fridayto Sunday	\$3,500.00	\$3,000.00
St Kilda Town Hall - Kitchen - Standard Hire	0.00	\$500.00

Description	2019/20 fee <small>(incl. GST if applicable)</small>	2020/21 fee <small>(incl. GST if applicable)</small>
St Kilda Town Hall - Auditorium - Full (Excluding kitchen) - Standard Hire Monday - Thursday	\$1,800.00	\$1,800.00
St Kilda Town Hall - Auditorium - Community Hourly Rate - registered not for profit) Monday - Thursday	\$0.00	\$94.00
St Kilda Town Hall - Auditorium - Community Overtime Hourly Rate - (registered not for profit) Friday - Sunday	\$0.00	\$120.00
St Kilda Town Hall - Auditorium - Commercial Hourly Rate - Standard Hire Monday - Thursday	\$0.00	\$180.00
St Kilda Town Hall - Auditorium - Commercial Overtime Hourly Rate - Standard Hire Friday - Sunday	\$0.00	\$300.00
Port Melbourne Town Hall - Auditorium (including kitchen)		
Community (registered not for profit) Monday - Thursday	\$597.00	\$597.00
Community (registered not for profit) Friday - Sunday	\$597.00	\$597.00
Standard Hire Monday - Thursday	\$945.00	\$945.00
Standard Hire Friday - Sunday	\$945.00	\$945.00
South Melbourne Town Hall - Auditorium (including kitchen)		
Community (registered not for profit) daily rate	\$729.00	\$729.00
Community (registered not for profit) Weekly Rate (only applicable for hires for seven consecutive days or more)	\$4,374.00	\$4,374.00
Standard Hire daily rate Monday to Thursday	\$1,436.00	\$1,436.00
Standard Hire Friday - Sunday	\$1,918.00	\$1,918.00
Standard Hire Weekly Rate (only applicable for hires for seven consecutive days or more)	\$8,616.00	\$8,616.00
Meeting rooms		
St Kilda Town Hall - Nairn		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hr Friday to Sunday)	\$48.30	\$49.40
Standard Hire	\$97.60	\$99.80
St Kilda Town Hall - Gunuwarra		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9 am to 5 pm Monday - Thursday and 24 hr Friday - Sunday)	\$48.30	\$49.40
Standard Hire	\$122.30	\$125.05
St Kilda Town Hall - Wominjeka Reception		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hr Friday - Sunday)	\$48.30	\$49.40
Standard Hire	\$122.30	\$186.00
St Kilda Town Hall - Council Chamber		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday and 24 hr Friday - Sunday)	\$88.40	\$90.40
Standard Hire	\$181.90	\$186.00

Fees and charges

Description	2019/20 fee (incl. GST if applicable)	2020/21 fee (incl. GST if applicable)
St Kilda Town Hall - St Kilda		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$48.30	\$49.40
Standard Hire	\$97.60	\$99.80
St Kilda Town Hall - Ngarree		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9 am to 5 pm, Monday to Thursday and 24 hr, Friday to Sunday)	\$48.30	\$49.40
Standard Hire	\$122.30	\$125.05
St Kilda Town Hall - Training		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9 am to 5 pm Monday to Thursday and 24 hr Friday to Sunday)	\$48.30	\$49.40
Standard Hire	\$122.30	\$120.05
St Kilda Town Hall - Port Melbourne room		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am to 5pm Monday to Thursday and 24 hr Friday to Sunday)	\$48.30	\$49.40
Standard Hire	\$97.60	\$99.80
Port Melbourne Town Hall meeting rooms		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9am - 5pm Monday to Thursday and 24 hours Friday to Sunday)	\$48.30	\$49.40
Standard Hire	\$97.60	\$99.80
Port Melbourne Town Hall Council Chamber		
Community per hour (off-peak)	\$12.30	\$12.60
Community per hour (peak 9 am to 5 pm Monday - Thursday & 24-hour Friday - Sunday)	\$70.90	\$72.50
Standard Hire	\$122.30	\$125.05
South Melbourne Town Hall Council Chamber, Ballantyne Room, Music Rooms 1, 2 and 3		
Community day rate (bookings of no less than five hours)	\$215.00	\$215.00
Community per hour	\$43.00	\$43.00
Standard day rate (bookings of less than five hours)	\$440.00	\$440.00
Standard Hire per hour	\$88.00	\$88.00

Description	2019/20 fee <small>(incl. GST if applicable)</small>	2020/21 fee <small>(incl. GST if applicable)</small>
Staff labour (per hour)		
Duty Officer Fees - Monday - Thursday (minimum charge three hours)	\$41.10	\$41.10
Duty Officer Fees - Friday, Saturday and Sunday (minimum charge three hours)	\$71.90	\$71.90
Duty Officer Fees - Public Holidays (minimum charge three hours)	\$87.30	\$87.30
Security Guard Fees - Monday - Thursday (minimum charge four hours)	\$50.30	\$54.45
Security Guard Fees - Friday - Sunday (minimum charge four hours)	\$84.20	\$54.45
Security Guard Fees - Public Holidays (minimum charge four hours)	\$84.20	\$82.50
Bond - Standard	\$3,147.00	\$3,147.00
Bond - Community	\$1,049.00	\$1,049.00

GLOSSARY

Term	Definition
Act	Local Government Act 1989
Accounting Standards	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for Corporations law entities under s296 of the Corporations Act 2001 . They must also be applied to all other general-purpose financial reports of reporting entities in the public and private sectors.
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from sources other than grants and non-monetary contributions.
Adjusted underlying surplus (or deficit)	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council which excludes the masking of the net surplus (or deficit) by capital-related revenue.
Annual budget	Plan under Section 127 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.
Annual report	The annual report prepared by Council under sections 131, 132 and 133 of the Act. The annual report to the community contains a report of operations and audited financial and performance statements.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
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.
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Balance sheet	The balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year. The balance sheet should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
Comprehensive income statement	The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.

Term	Definition
Financial Statements	<p>Sections 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act require the following documents to include financial statements:</p> <ul style="list-style-type: none"> - Strategic Resource Plan - 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>
Statement of capital works	<p>The statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works should be prepared in accordance with Regulation 9 of the Local Government (Planning and Reporting) Regulations 2014.</p>
Statement of cash flows	<p>The statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of a reconciliation between the opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.</p>
Statement of changes in equity	<p>The statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The statement of changes in equity should be prepared in accordance with the requirements of AASB 101 Presentation of Financial Statements and the Local Government Model Financial Report.</p>
Budget preparation requirement	<p>Under the Act, a Council is required to prepare and adopt an annual budget by 30 June each year.</p> <p>The Local Government Amendment (Performance Reporting and Accountability) Bill 2013 amends the date the budget must be adopted to 30 June each year - refer section 11(1) of the Bill. This amends section 130 (3) of the Act.</p>
Capital expenditure	<p>Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.</p>
Capital works program	<p>Regulation 10 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.</p>

Glossary

Term	Definition
Carry forward capital works	Carry forward capital works are those that are incomplete in the current budget year and will be completed in the following budget year.
Council Plan	Means a Council Plan prepared by Council under Section 125 of the Local Government Act 1989 . This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework.
Department of Environment, Land, Water and Planning (DELWP)	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP).
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes.
External influences in the preparation of a budget	Matters arising from third party actions over which Council has little or no control e.g. change in legislation.
Financial sustainability	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity and borrowings not falling within the definition of cash.
Four way budgeting methodology (Strategic Resource Plan)	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	Non-current property, plant and equipment excluding land.
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal influences in the preparation of the budget	Matters arising from Council actions over which there is some element of control (such as 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 Model Financial Report	Local Government Model Financial Report published by the Department from time to time including on the Department's website.

Term	Definition
Local Government (Planning and Reporting) Regulations 2014	Regulations, made under section 243 of the Act prescribe: (a) the content and preparation of the financial statements of a Council (b) the performance indicators and measures to be included in a budget, revised budget and annual report of a Council (c) the information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report.
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist.
Non-financial resources	Means the resources other than financial resources required to deliver the services and initiatives in the budget.
Non-recurrent grants	Means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.
Operating expenditure	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities, and that result in a decrease in equity during the reporting period.
Operating performance (Impact of current year on 2016/17 budget)	This statement shows the expected operating result as compared to the budget result in the current year, separating operating and capital components of revenue and expenditure.
Operating revenue	Operating revenue is defined as inflows or other enhancements or savings in outflows of future economic benefits in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.
Own-source revenue	Means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).
Performance statement	Means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Rate structure (Rating information)	Site value (SV), capital improved value (CIV) or net annual value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum or rate levels and increases from year to year are made as part of Council's long-term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	Local Government (Planning and Reporting) Regulations 2014.

Glossary

Term	Definition
Restricted cash	Cash and cash equivalents, within the meaning of AAS, that are not available for use other than a purpose for which it is restricted and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	The revised budget prepared by a Council under Section 128 of the Act. Section 128 of the Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act	The purpose of this Act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the Local Government Act 1989 .
Services, Initiatives and Major Initiatives	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan. The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature or lead to improvements in service.</p> <p>Major initiatives means significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have major focus in the Budget.</p>
Statement of Capital Works	Means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance with the model statement of capital works in the Local Government Model Financial Report.
Statement of Human Resources	Means a statement which shows all Council staff expenditure and the number of full-time equivalent Council staff.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.

Term	Definition
Strategic Resource Plan (SRP)	<p>Section 125(2)(d) of the Act requires that a Council must prepare and approve a Council Plan that must include a strategic resource plan containing matters specified in Section 126.</p> <p>Section 126 of the Act states that:</p> <ul style="list-style-type: none"> • the strategic resource plan is the plan of the resources required to achieve the council plan strategic objectives • the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years • the strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan • Council must review their strategic resource plan during the preparation of the council plan • Council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and website. <p>In preparing the strategic resource plan, councils should comply with the principles of sound financial management (Section 136) as prescribed in the Act being to:</p> <ul style="list-style-type: none"> • prudently manage financial risks relating to debt, assets and liabilities • provide reasonable stability in the level of rate burden • consider the financial effects of council decisions on future generations • provide full, accurate and timely disclosure of financial information. <p>In addition to Section 126 of the Act parts 2 and 3 of the Regulations also prescribe further details in relation to the preparation of the strategic resource plan.</p>
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
Valuations of Land Act 1960	The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years. Valuations of Land Act - Section 11.



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Language assistance

廣東話 9679 9810 Ελληνικά 9679 9811
普通話 9679 9858 Русский 9679 9813
Polska 9679 9812 Other 9679 9814