



*We are  
real.*

Section 3  
**FINANCES AND  
PERFORMANCE**

## OUR 10-YEAR FINANCIAL PLAN

### Overview and context

Financial sustainability is a key objective for Council, as a sound financial base is required to continue to deliver valued services to the community. The 10-Year Financial Plan supports Council to achieve financial sustainability, particularly in the face of the significant challenge posed by 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. The Financial Plan is prepared and revised annually to reflect our changing operating environment, including considering information gathered internally and the significant external factors that impact on Council at any point in time.

### Key outcomes of the financial plan

#### Identifying the impact of rates capping

We recognise the community concern about the affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure. The community's expectation for better value in service delivery has been reflected in our decision making. We continue to implement initiatives to ensure that our services are delivered in the most efficient and effective manner possible. This includes a successful drive for efficiency savings. Permanent operational savings of \$2 million for Budget 2017/18 have been identified, in addition to the \$7 million of savings identified for in Budgets 2014/15 and 2016/17.

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 level of the rates cap in 2018/19 and beyond is still highly uncertain. The Essential Services Commission (ESC), Victoria's independent economic regulator, recommended that the rates cap be set 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.

For 2017/18 the ESC recommended a 2.35 per cent rate cap based on its formula. However, this was not accepted by the Minister of Local Government, and instead a cap of 2.0 per cent based solely on CPI was applied.

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

The financial plan assumes a rate cap based on the ESC recommended methodology. The impact of rates capping is quantified as an accumulated challenge of \$35 million over ten years. This represents a major challenge for us (and the sector as a whole) that will require fundamental changes to the way we operate. Our approach to managing this challenge is outlined below

## Our 10-Year Financial Plan

### Rates 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 rates capping challenge.

We will need to consider:

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

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

Rates cap consistent with the ESC methodology

	2017/18	2018/19	2019/20	2020/21	2026/27
Rate increase	2.00 %	2.20 %	2.39 %	2.62 %	2.13 %
Accumulated rates capping challenge (\$m)	(\$0.0)	(\$1.6)	(\$3.3)	(\$5.9)	(\$35.0)

### Growth in Port Phillip

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

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

The Victorian Government is currently preparing a Developer Contributions Plan for Fishermans Bend that will outline future investment needs and funding sources. This is not expected to be complete until later in 2017. 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.

### 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 \$2.6 billion and is largely the product of investment by prior generations of residents. Consistent with the trend across the local government sector, we are facing escalating costs to maintain and renew our ageing asset base.

Much of the City is only one to three metres above sea level and therefore vulnerable to the impacts of climate change. Flooding of coastal properties and public amenities, storm damage to infrastructure and beach erosion are examples of climate change impacts. To mitigate against the impacts of climate change, 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.

### Impacts of State and Commonwealth 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 Commonwealth 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.



## Our 10-Year Financial Plan

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

Financial principle	Measure
<p><b>4</b></p> <p><b>Capital will be managed in the most efficient manner possible.</b></p>	<ol style="list-style-type: none"> <li>16. General reserves will be maintained at levels sufficient to ensure operational liquidity. Working Capital Liquidity Ratio (current assets compared to current liabilities) is to be at least 100 per cent.</li> <li>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.</li> <li>18. Prudent use of debt shall be subject to achieving: <ul style="list-style-type: none"> <li>• indebtedness ratio (non-current liabilities compared to own source revenue) below 40 per cent</li> <li>• loans and borrowings compared to rates below 70 per cent</li> <li>• loans and borrowing repayments compared to rates below 20 per cent.</li> </ul> </li> <li>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.</li> </ol>
<p><b>5</b></p> <p><b>Council will proactively develop and lead an efficient and effective organisational culture.</b></p>	<ol style="list-style-type: none"> <li>20. In order 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.</li> <li>21. The organisation will target delivery of productivity and efficiency savings of greater than one per cent of operating expenditure less depreciation per annum.</li> </ol>

## 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 the purpose of 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 rate 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

- 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 ten year forecast that best represents our expected financial performance given those assumptions.
- The financial information used for 2017/18 (the base year) is based on the February 2017 forecast. The revenue and expenditure associated with growth has been separated from all other activities for the purposes of this Financial Plan. The assumptions associated with growth are included in the Planning for growth section.

This table provides a detailed explanation of planning assumptions.

Item	2017/18	2018/19	2019/20	2020/21	2026/27
<b>Consumer Price Index (CPI)</b>	<b>2.10 %</b>	<b>2.10 %</b>	<b>2.10 %</b>	<b>2.30 %</b>	<b>2.30 %</b>
	Based on the most recent forecast from the Deloitte Access Economic Business Outlook for the Victorian Consumer Price Index.				
<b>Rates cap - base case (ESC recommended methodology)</b>	<b>2.00 %</b>	<b>2.20 %</b>	<b>2.39 %</b>	<b>2.62 %</b>	<b>2.13 %</b>
	There remains some uncertainty as to the level of the rates cap in future years. For the purposes of the financial plan, Council has used forecasts from the Deloitte Access Economic Business Outlook for the Consumer Price Index and Wage Price Index.				
<b>Growth in the rate base</b>	1.3 % per annum based on latest population growth data from Profile ID and Fishermans Bend Taskforce.				
<b>Parking revenue</b>	Parking fees is linked to the CPI plus 0.25 percentage points per annum from 2018/19 and fines by 2.0 % per annum.				
<b>User fees and charges</b>	User fees and charges is linked to the CPI plus 0.25 percentage points per annum from 2018/19.				
<b>Open space contributions</b>	Remains constant at \$4.1 million per annum plus forecast contributions from Fishermans Bend.				
<b>Government grants</b>	Operating grants increased by CPI. Capital grants are based on identified funding. The out-years set at \$1.3 million.				
<b>Interest received</b>	<b>2.10 %</b>	<b>2.50 %</b>	<b>2.50 %</b>	<b>3.60 %</b>	<b>3.60 %</b>
	Based on the Deloitte Access Economic Business Outlook forecast for the 90 day bank bill rate plus 50 basis points.				
<b>Employee costs</b>	<b>2.00 %</b>	<b>2.00 %</b>	<b>2.30 %</b>	<b>2.30 %</b>	<b>2.30 %</b>
	Employee benefits to increase as per latest EBA 2.0 % for 2017/18 and 2018/19. The out-years are linked to CPI.				
<b>Contract services, professional services, materials and other expenditure</b>	Increased by CPI or contractual agreements.				
<b>Utility costs</b>	Based on forecasts from Australian Energy Market Operators, utility costs are expected to be higher than CPI at 3.28 % per annum.				
<b>Service growth</b>	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).				
<b>Depreciation</b>	Depreciation has been increased as a product of new assets being created consistent with the planned capital program.				
<b>Operating projects</b>	Total operating projects to be capped to \$4.2 million from 2018/19 and increases by annual CPI.				
<b>Capital projects</b>	Capital projects consistent with the detailed planned over the Strategic Resource Plan. Annual capital project budgets will target renewal gap ratio greater than 100 % and capital replacement ratio greater than 150 %.				
<b>Borrowings</b>	Assumes refinancing of \$7.5 million due to mature in 2021/22 for a further 10-year interest only terms. We will review 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.				
<b>Reserves</b>	The use of reserves remains consistent with past practice. This includes the following assumptions: <ul style="list-style-type: none"> <li>• open space receipts and out-goings are equivalent (each year)</li> <li>• sustainable transport reserve receipts and out-goings are equivalent (each year)</li> <li>• a debt repayment reserve is used to accumulate the capital necessary to retire council debt.</li> </ul>				

## Our 10-Year Financial Plan

### Financial risks

Our most significant financial risk is the impact of rates capping. The Financial Plan assumes rate capping based on the ESC recommended methodology. Since its introduction, the Minister for Local Government has prescribed rates lower than the ESC recommendation. Every 0.1 per cent lower than the ESC methodology equates to a \$119,000 reduction per annum in revenue. Our approach for managing this risk is outlined above.

Other financial risks include:

- more subdued property development, which may result in the rates revenue base growing at a lower rate than the current 1.3 per cent growth assumption, (every 0.1 per cent reduction in growth equates to a \$119,000 revenue loss)
- lower than expected parking revenue, our second largest revenue source. Parking revenue is historically volatile and is impacted by the macro-economic environment (a 1.0 per cent reduction in revenue from parking fees and fines equates to a \$300,000 revenue loss)

- uncertainty regarding Fishermans Bend. There may be a large funding gap between the infrastructure desired and that able to be funded. A failure to appropriately budget for the costs of running and looking after new assets in Fishermans Bend is also a risk
- the possibility of a future unfunded defined benefits superannuation call occurring
- future reductions in funding from other levels of government or increases in cost shifting
- a major, unexpected, asset renewal issue.

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

### Planning for growth

In November 2014, the State Government's Metropolitan Planning Authority prepared a Draft Fishermans Bend Urban Renewal Area Developer Contributions Plan (DCP) which outlines approximately \$376 million of local infrastructure and open space investment (in 2013 dollar terms). Infrastructure investment in Fishermans Bend will be funded through revenue associated with the DCP Levy, open space contributions, and direct State and local government funding.

Development in Fishermans Bend will create unprecedented financial challenges as we manage making significant investment ahead of future revenue streams. Work is underway to model the financial impact on Council, but uncertainty remains regarding the timing and extent of infrastructure funding that we will provide.

We are working closely with the Victorian Government to deliver works in the Montague precinct, including:

- community facilities and netball courts in a joint development, with a primary school at Ferrars Street, South Melbourne expected to be open in early 2018
- acquisition of land for open space on Buckhurst Street, South Melbourne adjacent to the Ferrars Street community centre.

Further proposed capital investment includes:

- streetscape works to make the Ferrars Street school safe and accessible
- remediation and improvement works for the acquired land to make it fit for open space use.

### Non-financial resources

#### Council culture

To strengthen the delivery of the Council Plan, we have developed a **Community First** 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 a valuable 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 identify and realise 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 2017/18 to 2020/21 has been extracted from the Strategic Resource Plan.

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

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## Comprehensive income statement

Notes	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Income</b>											
Rates and charges	117,201	120,769	125,205	130,038	135,350	140,545	145,862	151,300	156,859	162,536	168,330
<b>Statutory fees and fines</b>											
Parking fines	17,992	18,637	19,010	19,390	19,778	20,174	20,577	20,989	21,409	21,837	22,274
Other statutory fees and fines	3,991	4,073	4,159	4,246	4,344	4,444	4,546	4,651	4,758	4,867	4,979
<b>User fees</b>											
Parking fees	16,230	16,296	16,695	17,358	17,856	18,326	18,799	19,275	19,753	20,233	20,715
Other user fees	17,708	18,031	19,273	19,782	20,058	20,587	21,119	21,657	22,194	22,735	23,277
Grants - operating	11,473	9,421	10,444	10,663	10,908	11,159	11,416	11,679	11,948	12,223	12,504
Grants - capital	2,534	4,460	4,585	1,400	3,400	1,300	1,300	1,300	1,300	1,300	1,300
Contributions - monetary	1	8,167	7,830	4,488	4,773	4,884	5,063	5,131	5,252	5,331	5,405
Other income	13,123	13,406	14,288	14,332	16,024	15,602	16,246	16,232	16,910	16,535	16,961
<b>Total income</b>	<b>208,419</b>	<b>212,923</b>	<b>218,147</b>	<b>221,982</b>	<b>232,602</b>	<b>237,200</b>	<b>244,996</b>	<b>252,335</b>	<b>260,462</b>	<b>267,639</b>	<b>275,745</b>
<b>Expenses</b>											
Employee costs	83,863	88,637	91,636	94,457	97,856	101,810	105,925	110,209	114,668	119,308	123,622
Materials and services	2	74,399	77,074	69,191	71,206	72,998	74,993	77,401	80,413	83,611	86,246
Bad and doubtful debts	3,399	3,478	3,478	3,478	3,549	3,621	3,694	3,769	3,845	3,923	4,002
Depreciation and amortisation	22,457	24,430	25,360	26,318	27,358	28,432	29,541	30,686	31,868	33,088	34,348
Borrowing costs	458	460	490	520	550	583	714	744	774	804	834
Other expenses	3	9,730	17,445	8,861	9,047	9,255	9,468	9,686	9,909	10,137	10,609
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	4	1,886	7,736	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715
<b>Total expenses</b>	<b>196,192</b>	<b>219,260</b>	<b>201,731</b>	<b>207,742</b>	<b>214,280</b>	<b>221,622</b>	<b>229,677</b>	<b>238,444</b>	<b>247,618</b>	<b>256,454</b>	<b>265,190</b>
<b>Operating surplus/ (deficit) for the year</b>	<b>5</b>	<b>12,227</b>	<b>(6,337)</b>	<b>16,416</b>	<b>14,240</b>	<b>18,322</b>	<b>15,578</b>	<b>15,319</b>	<b>13,891</b>	<b>12,844</b>	<b>11,185</b>

### Notes

- Contributions - monetary** - Budget 2017/18 includes \$3.3 million from the Development Contribution Plan (DCP) for Fishermans Bend Ferrars Street Precinct works. Due to the uncertainty of planned works in Fishermans Bend, no further DCP are included in future years.
- Materials and services** - Budget 2017/18 includes \$5.3 million of Ferrars St Precinct project works that will not be added to Council's asset as they are for building demolition, soil remediation and contributions for the community centre which will be on a 30 year lease.
- Other expenses** - Budget 2017/18 includes a one-off \$8.95 million Council cash contribution for the Victoria Pride Centre to be situated in St Kilda.
- Net loss from disposal of property, infrastructure, plant and equipment** - Budget 2017/18 includes a property transfer as a part of Council's contribution to the Victoria Pride Centre (\$1.56 million) and a Committee of Management property to be relinquished (\$3.56 million).
- Operating Surplus for the year** - An operating deficit is expected in Budget 2017/18 as the items identified under notes 2 to 4 totalling \$19.4 million. Excluding these items would result in an operating surplus of \$13.1 million.

### Income statement converted to cash

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Operating surplus/ (deficit) for the year	12,227	(6,337)	16,416	14,240	18,322	15,578	15,319	13,891	12,844	11,185	10,555
<b>Adjustments for non-cash operating items</b>											
Add back depreciation	22,457	24,430	25,360	26,318	27,358	28,432	29,541	30,686	31,868	33,088	34,348
Add back written-down value of asset disposals	6,451	9,246	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Add back balance sheet work in progress reallocated to operating	1,200	1,200	1,225	1,251	1,280	1,309	1,339	1,370	1,402	1,434	1,467
<b>Adjustments for investing items</b>											
Less capital expenditure (deferrals funded from reserves)	(35,104)	(36,273)	(40,343)	(41,921)	(42,862)	(44,439)	(45,162)	(46,201)	(47,865)	(49,665)	(51,856)
Less capital expenditure deferrals to next financial year	-	-	-	-	-	-	-	-	-	-	-
<b>Adjustments for financing items</b>											
Less loan repayments	-	-	-	-	-	(7,500)	-	-	-	-	-
Less lease repayments	(500)	(700)	(670)	(640)	(610)	(580)	(550)	(520)	(490)	(460)	(430)
Add new borrowings	-	-	-	-	-	7,500	-	-	-	-	-
<b>Adjustments for reserve movements</b>											
Statutory reserve drawdown/ (replenish)	(4,201)	(2,205)	(1,255)	(470)	(770)	-	-	-	-	-	-
Discretionary reserve drawdown/ (replenish)	(5,054)	10,120	(3,883)	(1,858)	(5,631)	(3,355)	(3,402)	(2,300)	(799)	1,351	2,949
<b>Cash surplus/(deficit) for the year</b>	<b>(1,733)</b>	<b>(519)</b>	<b>151</b>	<b>(80)</b>	<b>87</b>	<b>(55)</b>	<b>86</b>	<b>(74)</b>	<b>(40)</b>	<b>(67)</b>	<b>34</b>
Opening balance - cash surplus	2,623	890	371	221	141	227	173	259	184	144	77
<b>Closing cash surplus balance</b>	<b>890</b>	<b>371</b>	<b>221</b>	<b>141</b>	<b>227</b>	<b>173</b>	<b>259</b>	<b>184</b>	<b>144</b>	<b>177</b>	<b>110</b>

### Balance sheet

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	64,415	56,900	62,799	65,980	73,613	78,092	82,794	86,271	88,320	88,231	86,685
Trade and other receivables	11,718	11,747	11,776	11,805	11,835	11,865	11,895	11,925	11,955	11,985	12,015
Other financial assets	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Other assets	1,847	1,852	1,857	1,862	1,867	1,872	1,877	1,882	1,887	1,892	1,897
<b>Total current assets</b>	<b>81,980</b>	<b>74,499</b>	<b>80,432</b>	<b>83,647</b>	<b>91,315</b>	<b>95,829</b>	<b>100,566</b>	<b>104,078</b>	<b>106,162</b>	<b>106,108</b>	<b>104,597</b>
<b>Non-current assets</b>											
Investments in associates and joint ventures	356	356	356	356	356	356	356	356	356	356	356
Other financial assets	235	235	235	235	235	235	235	235	235	235	235
Property, infrastructure, plant and equipment	2,668,683	2,670,737	2,783,591	2,795,540	2,913,873	2,926,108	3,049,766	3,061,388	3,190,893	3,203,453	3,340,217
<b>Total non-current assets</b>	<b>2,669,274</b>	<b>2,671,328</b>	<b>2,784,182</b>	<b>2,796,131</b>	<b>2,914,464</b>	<b>2,926,699</b>	<b>3,050,357</b>	<b>3,061,979</b>	<b>3,191,484</b>	<b>3,204,044</b>	<b>3,340,808</b>
<b>Total assets</b>	<b>2,751,254</b>	<b>2,745,827</b>	<b>2,864,614</b>	<b>2,879,778</b>	<b>3,005,779</b>	<b>3,022,528</b>	<b>3,150,923</b>	<b>3,166,057</b>	<b>3,297,646</b>	<b>3,310,152</b>	<b>3,445,405</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	17,455	17,891	18,338	18,796	19,266	19,748	20,242	20,748	21,267	21,799	22,344
Trust funds and deposits	5,115	5,243	5,374	5,508	5,646	5,787	5,932	6,080	6,232	6,388	6,548
Provisions	12,621	12,937	13,235	13,539	14,003	14,483	14,979	15,492	16,023	16,572	17,140
Interest-bearing loans and borrowings	860	830	800	770	8,240	710	680	650	620	590	560
<b>Total current liabilities</b>	<b>36,051</b>	<b>36,901</b>	<b>37,747</b>	<b>38,613</b>	<b>47,155</b>	<b>40,728</b>	<b>41,833</b>	<b>42,970</b>	<b>44,142</b>	<b>45,349</b>	<b>46,592</b>
<b>Non-current liabilities</b>											
Provisions	2,930	3,003	3,072	3,143	3,251	3,362	3,477	3,596	3,719	3,846	3,978
Interest-bearing loans and borrowings	8,170	8,157	8,144	8,131	618	8,105	8,092	8,079	8,066	8,053	8,040
<b>Total non-current liabilities</b>	<b>11,100</b>	<b>11,160</b>	<b>11,216</b>	<b>11,274</b>	<b>3,869</b>	<b>11,467</b>	<b>11,569</b>	<b>11,675</b>	<b>11,785</b>	<b>11,899</b>	<b>12,018</b>
<b>Total liabilities</b>	<b>47,151</b>	<b>48,061</b>	<b>48,963</b>	<b>49,887</b>	<b>51,024</b>	<b>52,195</b>	<b>53,402</b>	<b>54,645</b>	<b>55,927</b>	<b>57,248</b>	<b>58,610</b>
<b>Net assets</b>	<b>2,704,103</b>	<b>2,697,766</b>	<b>2,815,651</b>	<b>2,829,891</b>	<b>2,954,755</b>	<b>2,970,333</b>	<b>3,097,521</b>	<b>3,111,412</b>	<b>3,241,719</b>	<b>3,252,904</b>	<b>3,386,795</b>
<b>Equity</b>											
Accumulated surplus	633,332	634,910	646,187	658,100	670,020	682,243	694,161	705,752	717,797	730,333	743,837
Asset revaluation reserve	2,029,373	2,029,373	2,130,842	2,130,842	2,237,384	2,237,384	2,349,253	2,349,253	2,466,716	2,466,716	2,590,052
Other reserves	41,398	33,483	38,621	40,950	47,351	50,705	54,107	56,407	57,206	55,855	52,906
<b>Total equity</b>	<b>2,704,103</b>	<b>2,697,766</b>	<b>2,815,651</b>	<b>2,829,891</b>	<b>2,954,755</b>	<b>2,970,333</b>	<b>3,097,521</b>	<b>3,111,412</b>	<b>3,241,719</b>	<b>3,252,904</b>	<b>3,386,795</b>

### Statement of changes in equity

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
<b>2018</b>				
Balance at beginning of the financial year	2,704,103	633,332	2,029,373	41,398
Comprehensive result	(6,337)	(6,337)	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(11,627)	-	11,627
Transfer from other reserves	-	19,542	-	(19,542)
<b>Balance at end of the financial year</b>	<b>2,697,766</b>	<b>634,910</b>	<b>2,029,373</b>	<b>33,483</b>
<b>2019</b>				
Balance at beginning of the financial year	2,697,766	634,910	2,029,373	33,483
Comprehensive result	16,416	16,416	-	-
Net asset revaluation increment (decrement)	101,469	-	101,469	-
Transfer to other reserves	-	(11,955)	-	11,955
Transfer from other reserves	-	6,817	-	(6,817)
<b>Balance at end of the financial year</b>	<b>2,815,651</b>	<b>646,187</b>	<b>2,130,842</b>	<b>38,621</b>
<b>2020</b>				
Balance at beginning of the financial year	2,815,651	646,187	2,130,842	38,621
Comprehensive result	14,240	14,240	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(11,108)	-	11,108
Transfer from other reserves	-	8,780	-	(8,780)
<b>Balance at end of the financial year</b>	<b>2,829,891</b>	<b>658,100</b>	<b>2,130,842</b>	<b>40,950</b>
<b>2021</b>				
Balance at beginning of the financial year	2,829,891	658,100	2,130,842	40,950
Comprehensive result	18,322	18,322	-	-
Net asset revaluation increment (decrement)	106,542	-	106,542	-
Transfer to other reserves	-	(15,781)	-	15,781
Transfer from other reserves	-	9,380	-	(9,380)
<b>Balance at end of the financial year</b>	<b>2,954,755</b>	<b>670,020</b>	<b>2,237,384</b>	<b>47,351</b>
<b>2022</b>				
Balance at beginning of the financial year	2,954,755	670,020	2,237,384	47,351
Comprehensive result	15,578	15,578	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(10,568)	-	10,568
Transfer from other reserves	-	7,213	-	(7,213)
<b>Balance at end of the financial year</b>	<b>2,970,333</b>	<b>682,243</b>	<b>2,237,384</b>	<b>50,705</b>

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
<b>2023</b>				
Balance at beginning of the financial year	2,970,333	682,243	2,237,384	50,705
Comprehensive result	15,319	15,319	-	-
Net asset revaluation increment (decrement)	111,869	-	111,869	-
Transfer to other reserves	-	(10,683)	-	10,683
Transfer from other reserves	-	7,281	-	(7,281)
<b>Balance at end of the financial year</b>	<b>3,097,521</b>	<b>694,161</b>	<b>2,349,253</b>	<b>54,107</b>
<b>2024</b>				
Balance at beginning of the financial year	3,097,521	694,161	2,349,253	54,107
Comprehensive result	13,891	13,891	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(9,702)	-	9,702
Transfer from other reserves	-	7,402	-	(7,402)
<b>Balance at end of the financial year</b>	<b>3,111,412</b>	<b>705,752</b>	<b>2,349,253</b>	<b>56,407</b>
<b>2025</b>				
Balance at beginning of the financial year	3,111,412	705,752	2,349,253	56,407
Comprehensive result	12,844	12,844	-	-
Net asset revaluation increment (decrement)	117,463	-	117,463	-
Transfer to other reserves	-	(8,480)	-	8,480
Transfer from other reserves	-	7,681	-	(7,681)
<b>Balance at end of the financial year</b>	<b>3,241,719</b>	<b>717,797</b>	<b>2,466,716</b>	<b>57,206</b>
<b>2026</b>				
Balance at beginning of the financial year	3,241,719	717,797	2,466,716	57,206
Comprehensive result	11,185	11,185	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(8,572)	-	8,572
Transfer from other reserves	-	9,923	-	(9,923)
<b>Balance at end of the financial year</b>	<b>3,252,904</b>	<b>730,333</b>	<b>2,466,716</b>	<b>55,855</b>
<b>2027</b>				
Balance at beginning of the financial year	3,252,904	730,333	2,466,716	55,855
Comprehensive result	10,555	10,555	-	-
Net asset revaluation increment (decrement)	123,336	-	123,336	-
Transfer to other reserves	-	(8,655)	-	8,655
Transfer from other reserves	-	11,605	-	(11,605)
<b>Balance at end of the financial year</b>	<b>3,386,795</b>	<b>743,837</b>	<b>2,590,052</b>	<b>52,906</b>

### Statement of cash flows

Notes	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Cash flows from operating activities</b>											
Rates and charges	117,201	120,769	125,205	130,038	135,350	140,545	145,862	151,300	156,859	162,536	168,330
<b>Statutory fees and fines</b>											
Parking fines	14,682	15,248	15,621	16,001	16,318	16,642	16,972	17,309	17,653	18,003	18,361
Other statutory fees and fines	3,989	4,071	4,157	4,244	4,342	4,442	4,544	4,649	4,756	4,865	4,977
<b>User fees</b>											
Parking fees	16,222	16,288	16,687	17,350	17,848	18,318	18,791	19,267	19,745	20,225	20,707
Other user fees	17,600	17,923	19,165	19,674	19,949	20,478	21,010	21,548	22,085	22,626	23,168
Grants - operating	11,473	9,421	10,444	10,663	10,908	11,159	11,416	11,679	11,948	12,223	12,504
Grants - capital	2,534	4,460	4,585	1,400	3,400	1,300	1,300	1,300	1,300	1,300	1,300
Contributions - monetary	8,167	7,830	4,488	4,773	4,884	5,063	5,131	5,252	5,331	5,373	5,405
Other receipts	13,118	13,401	14,283	14,327	16,019	15,597	16,241	16,227	16,905	16,530	16,956
Net trust funds taken/(repaid)	125	128	131	134	138	141	145	148	152	156	160
Employee costs	(83,301)	(88,248)	(91,269)	(94,082)	(97,284)	(101,219)	(105,314)	(109,577)	(114,014)	(118,632)	(122,922)
Materials and services	(72,773)	(75,438)	(67,519)	(69,497)	(71,248)	(73,202)	(75,568)	(78,537)	(81,690)	(84,280)	(87,048)
Other payments	1	(9,730)	(8,861)	(9,047)	(9,255)	(9,468)	(9,686)	(9,909)	(10,137)	(10,370)	(10,609)
<b>Net cash provided by operating activities</b>	<b>39,307</b>	<b>28,408</b>	<b>47,117</b>	<b>45,977</b>	<b>51,370</b>	<b>49,796</b>	<b>50,843</b>	<b>50,657</b>	<b>50,893</b>	<b>50,555</b>	<b>51,289</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	2	(35,104)	(36,273)	(40,343)	(41,921)	(42,862)	(44,439)	(45,162)	(46,201)	(47,865)	(49,665)
Proceeds from the sale of property, infrastructure, plant and equipment		4,565	1,510	285	285	285	285	285	285	285	285
Payments for investments		-	-	-	-	-	-	-	-	-	-
Proceeds from sale of investments		-	-	-	-	-	-	-	-	-	-
<b>Net cash used in investing activities</b>	<b>(30,539)</b>	<b>(34,763)</b>	<b>(40,058)</b>	<b>(41,636)</b>	<b>(42,577)</b>	<b>(44,154)</b>	<b>(44,877)</b>	<b>(45,916)</b>	<b>(47,580)</b>	<b>(49,380)</b>	<b>(51,571)</b>

Notes	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Cash flows from financing activities</b>											
Finance costs		(458)	(460)	(490)	(520)	(550)	(583)	(714)	(744)	(774)	(804)
Proceeds from borrowings	3	-	-	-	-	7,500	-	-	-	-	-
Repayment of borrowings	3	(500)	(700)	(670)	(640)	(610)	(8,080)	(550)	(520)	(490)	(460)
<b>Net cash provided by / (used in) financing activities</b>		<b>(958)</b>	<b>(1,160)</b>	<b>(1,160)</b>	<b>(1,160)</b>	<b>(1,160)</b>	<b>(1,163)</b>	<b>(1,264)</b>	<b>(1,264)</b>	<b>(1,264)</b>	<b>(1,264)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>7,810</b>	<b>(7,515)</b>	<b>5,899</b>	<b>3,181</b>	<b>7,633</b>	<b>4,479</b>	<b>4,702</b>	<b>3,477</b>	<b>2,049</b>	<b>(89)</b>
Cash and cash equivalents at beginning of year		56,605	64,415	56,900	62,799	65,980	73,613	78,092	82,794	86,271	88,320
<b>Cash and cash equivalents at end of year</b>		<b>64,415</b>	<b>56,900</b>	<b>62,799</b>	<b>65,980</b>	<b>73,613</b>	<b>78,092</b>	<b>82,794</b>	<b>86,271</b>	<b>88,320</b>	<b>86,685</b>

**Notes**

- Other payments** - Budget 2017/18 includes a one-off \$8.95 million Council cash contribution for the Victoria Pride Centre to be situated in St Kilda.
- Payments for property, infrastructure, plant and equipment** - The dip in Budget 2017/18 is due to the \$5.3 million of Ferrars Street precinct projects that will not be added to Council's asset base as they are for building demolition, soil remediation and a contribution for the community centre that provides us access over a 30-year lease.
- Proceeds from borrowings and repayment of borrowings** - Council has \$7.5 million of borrowing which is expected to mature in 2021/22 financial year. Council plans to refinance this loan for a further 10 years on interest only terms.

Statement of capital works

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Property</b>											
Building improvements	9,408	13,153	13,711	12,545	12,392	12,177	12,157	12,437	13,023	13,523	14,284
<b>Total buildings</b>	<b>9,408</b>	<b>13,153</b>	<b>13,711</b>	<b>12,545</b>	<b>12,392</b>	<b>12,177</b>	<b>12,157</b>	<b>12,437</b>	<b>13,023</b>	<b>13,523</b>	<b>14,284</b>
<b>Total property</b>	<b>9,408</b>	<b>13,153</b>	<b>13,711</b>	<b>12,545</b>	<b>12,392</b>	<b>12,177</b>	<b>12,157</b>	<b>12,437</b>	<b>13,023</b>	<b>13,523</b>	<b>14,284</b>
<b>Plant and equipment</b>											
Plant, machinery and equipment	495	590	1,174	625	640	655	670	685	701	717	733
Fixtures, fittings and furniture	85	35	337	-	-	50	51	52	53	54	55
Computers and telecommunications	3,129	3,202	2,744	2,811	2,821	3,186	3,259	3,334	3,411	3,489	3,569
Heritage and artworks	39	30	31	31	32	33	34	35	36	37	38
Library books	814	785	801	818	837	856	876	896	917	938	960
Motor vehicles	751	1,058	1,716	1,735	1,326	1,356	1,387	1,419	1,452	1,485	1,519
<b>Total plant and equipment</b>	<b>5,313</b>	<b>5,700</b>	<b>6,804</b>	<b>6,021</b>	<b>5,655</b>	<b>6,136</b>	<b>6,277</b>	<b>6,421</b>	<b>6,570</b>	<b>6,720</b>	<b>6,874</b>
<b>Infrastructure</b>											
Roads	4,728	6,130	6,800	6,004	6,142	6,284	6,429	6,577	6,728	6,883	7,041
Footpaths and cycleways	2,750	1,685	3,221	1,668	1,706	2,045	2,092	2,140	2,189	2,239	2,290
Drainage	1,370	1,420	3,012	4,170	3,093	3,604	3,687	3,772	3,859	3,948	4,039
Parks, open space and streetscapes	10,699	7,925	6,529	11,242	13,597	13,909	14,229	14,556	15,191	16,040	17,009
Other infrastructure	836	260	265	271	277	284	291	298	305	312	319
<b>Total infrastructure</b>	<b>20,383</b>	<b>17,420</b>	<b>19,828</b>	<b>23,355</b>	<b>24,815</b>	<b>26,126</b>	<b>26,728</b>	<b>27,343</b>	<b>28,272</b>	<b>29,422</b>	<b>30,698</b>
<b>Total capital works expenditure</b>	<b>35,104</b>	<b>36,273</b>	<b>40,343</b>	<b>41,921</b>	<b>42,862</b>	<b>44,439</b>	<b>45,162</b>	<b>46,201</b>	<b>47,865</b>	<b>49,665</b>	<b>51,856</b>
<b>Represented by</b>											
New asset expenditure	8,284	1,568	2,313	3,230	3,815	3,111	3,161	3,234	3,351	3,477	3,630
Asset renewal expenditure	20,907	20,444	22,769	22,959	22,975	24,441	24,839	25,411	26,326	27,316	28,521
Asset expansion expenditure	548	4,847	5,972	6,444	6,406	6,221	6,323	6,468	6,701	6,953	7,260
Asset upgrade expenditure	5,365	9,414	9,289	9,288	9,666	10,665	10,839	11,088	11,488	11,920	12,445
<b>Total capital works expenditure</b>	<b>35,104</b>	<b>36,273</b>	<b>40,343</b>	<b>41,921</b>	<b>42,862</b>	<b>44,439</b>	<b>45,162</b>	<b>46,201</b>	<b>47,865</b>	<b>49,665</b>	<b>51,856</b>

Budget 2017/18 capital projects

Capital works area	Budget	Asset expenditure types							Funding sources				
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	
	Operating cost	Capital Cost	Project cost	Operating	New	Renewal	Upgrade	Expansion	Grants and contributions	Reserves	Council cash	Borrowings	
<b>Property</b>													
<b>Buildings</b>													
Bubup Nairm Non Compliance Works	0	500	500	0	0	125	375	0	0	0	500	0	
Building Renewal and Upgrade Program	220	1,960	2,180	220	0	1,568	392	0	0	0	2,180	0	
Building Renewal and Upgrade Program - Children's Centres	0	150	150	0	0	120	30	0	0	150	0	0	
Building Safety and Accessibility Program	130	1,180	1,310	130	0	708	354	118	0	0	1,310	0	
Children's Centres Improvement Program	200	200	400	200	0	100	100	0	0	400	0	0	
Community Facilities Upgrade Program - Liardet Street Community Centre	0	560	560	0	0	280	140	140	0	0	560	0	
Community Facilities Upgrade Program - South Melbourne Community Centre	0	590	590	0	0	413	89	89	0	0	590	0	
Depot Accommodation Renewal	0	250	250	0	0	250	0	0	0	0	250	0	
EcoCentre Redevelopment	100	100	200	100	0	50	50	0	0	0	200	0	
Energy Efficiency and Solar Program	0	460	460	0	0	0	230	230	0	0	460	0	
JL Murphy Reserve Pavilion Upgrade	100	200	300	100	0	60	140	0	300	0	0	0	
Linden Gallery Upgrade	0	1,675	1,675	0	0	670	1,005	0	0	0	1,675	0	
Peanut Farm Reserve Sports Pavilion Upgrade	230	2,085	2,315	230	0	521	209	1,355	300	500	1,515	0	
Public Toilet Plan Implementation Program	50	75	125	50	0	60	15	0	0	0	125	0	
South Melbourne Life Saving Club Redevelopment	100	100	200	100	0	0	100	0	0	0	200	0	
South Melbourne Market Building Compliance	50	450	500	50	0	270	180	0	0	0	500	0	
South Melbourne Market Renewal Program	0	200	200	0	0	180	20	0	0	0	200	0	
South Melbourne Market Solar Installation	0	173	173	0	0	0	0	173	0	0	173	0	
South Melbourne Market Stall Changeover Refits	0	125	125	0	0	75	50	0	0	0	125	0	
South Melbourne Town Hall Lifts Upgrade	0	840	840	0	0	756	84	0	0	0	840	0	
<b>Total buildings</b>	<b>1,180</b>	<b>11,873</b>	<b>13,053</b>	<b>1,180</b>	<b>0</b>	<b>6,206</b>	<b>3,562</b>	<b>2,105</b>	<b>600</b>	<b>1,050</b>	<b>11,403</b>	<b>0</b>	
<b>Leasehold improvements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Heritage buildings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total property</b>	<b>1,180</b>	<b>11,873</b>	<b>13,053</b>	<b>1,180</b>	<b>0</b>	<b>6,206</b>	<b>3,562</b>	<b>2,105</b>	<b>600</b>	<b>1,050</b>	<b>11,403</b>	<b>0</b>	

Budget 2017/18 capital projects

Capital works area	Budget \$,000			Asset expenditure types \$,000						Funding sources \$,000			
	Operating cost	Capital Cost	Project cost	Operating	New	Renewal	Upgrade	Expansion	Grants and contributions	Reserves	Council cash	Borrowings	
<b>Plant and equipment</b>													
<b>Plant, machinery and equipment</b>													
Parking Technology Renewal and Upgrade Program	200	400	600	200	20	340	40	0	0	0	600	0	
Street Cleaning Vehicle and Equipment Purchase	0	190	190	0	190	0	0	0	0	0	190	0	
<b>Total plant, machinery and equipment</b>	<b>200</b>	<b>590</b>	<b>790</b>	<b>200</b>	<b>210</b>	<b>340</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>790</b>	<b>0</b>	
<b>Fixtures, fittings and furniture</b>													
Gasworks Theatre Seats Replacement	0	35	35	0	0	35	0	0	0	0	35	0	
<b>Total fixtures, fittings and furniture</b>	<b>0</b>	<b>35</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	
<b>Computers and telecommunications</b>													
Core Application Renewal and Upgrade Program	750	1,750	2,500	750	0	1,050	700	0	0	0	2,500	0	
Core IT Infrastructure Renewal and Upgrade Program	377	1,158	1,535	377	0	695	463	0	0	0	1,535	0	
<b>Total computers and telecommunications</b>	<b>1,127</b>	<b>2,908</b>	<b>4,035</b>	<b>1,127</b>	<b>0</b>	<b>1,745</b>	<b>1,163</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,035</b>	<b>0</b>	
<b>Heritage plant and equipment</b>													
Art Acquisition	0	30	30	0	0	0	0	30	0	0	30	0	
<b>Total heritage plant and equipment</b>	<b>0</b>	<b>30</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	
<b>Library books</b>													
Library Purchases	0	785	785	0	0	628	0	157	0	0	785	0	
<b>Total library books</b>	<b>0</b>	<b>785</b>	<b>785</b>	<b>0</b>	<b>0</b>	<b>628</b>	<b>0</b>	<b>157</b>	<b>0</b>	<b>0</b>	<b>785</b>	<b>0</b>	
<b>Motor vehicles</b>													
Council Fleet Renewal Program	0	1,058	1,058	0	0	1,058	0	0	0	0	1,058	0	
<b>Total motor vehicles</b>	<b>0</b>	<b>1,058</b>	<b>1,058</b>	<b>0</b>	<b>0</b>	<b>1,058</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,058</b>	<b>0</b>	
<b>Total plant and equipment</b>	<b>1,327</b>	<b>5,406</b>	<b>6,733</b>	<b>1,327</b>	<b>210</b>	<b>3,806</b>	<b>1,203</b>	<b>187</b>	<b>0</b>	<b>0</b>	<b>6,733</b>	<b>0</b>	

Capital works area	Budget \$,000			Asset expenditure types \$,000						Funding sources \$,000			
	Operating cost	Capital Cost	Project cost	Operating	New	Renewal	Upgrade	Expansion	Grants and contributions	Reserves	Council cash	Borrowings	
<b>Infrastructure</b>													
<b>Roads</b>													
Beach Street Separated Queuing Lane Implementation	50	469	519	50	94	117	117	141	0	0	519	0	
Blackspot Safety Improvements	0	906	906	0	181	317	227	181	906	0	0	0	
Kerb and Gutter Renewal Program	0	550	550	0	0	468	83	0	0	0	550	0	
Laneway Renewal Program	0	260	260	0	0	260	0	0	0	0	260	0	
Major Civil Roads Planning and Design	0	200	200	0	0	110	60	30	0	0	200	0	
Road Renewal Program	0	3,645	3,645	0	0	2,552	911	182	389	0	3,256	0	
Safer Streets Infrastructure Improvement Program	100	100	200	100	0	50	50	0	0	200	0	0	
<b>Total roads</b>	<b>150</b>	<b>6,130</b>	<b>6,280</b>	<b>150</b>	<b>275</b>	<b>3,873</b>	<b>1,448</b>	<b>534</b>	<b>1,295</b>	<b>200</b>	<b>4,785</b>	<b>0</b>	
<b>Bridges</b>													
Bridges	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Footpaths and cycleways</b>													
Footpath Renewal Program	0	700	700	0	0	700	0	0	0	0	700	0	
Kerferd Road Safety Improvements	50	145	195	50	0	94	51	0	195	0	0	0	
Walk Plan and Bike Plan Implementation	200	840	1,040	200	0	0	420	420	200	840	0	0	
<b>Total footpaths and cycleways</b>	<b>250</b>	<b>1,685</b>	<b>1,935</b>	<b>250</b>	<b>0</b>	<b>794</b>	<b>471</b>	<b>420</b>	<b>395</b>	<b>840</b>	<b>700</b>	<b>0</b>	
<b>Drainage</b>													
Albert Park Stormwater Harvesting Development	0	50	50	0	0	0	0	50	0	0	50	0	
Alma Park Stormwater Harvesting Development	50	50	100	50	0	0	0	50	0	0	100	0	
Stormwater Management Program	280	1,020	1,300	280	0	816	102	102	0	0	1,300	0	
Water Sensitive Urban Design Program	0	300	300	0	0	0	0	300	0	0	300	0	
<b>Total drainage</b>	<b>330</b>	<b>1,420</b>	<b>1,750</b>	<b>330</b>	<b>0</b>	<b>816</b>	<b>102</b>	<b>502</b>	<b>0</b>	<b>0</b>	<b>1,750</b>	<b>0</b>	

Budget 2017/18 capital projects

Capital works area	Budget \$,000			Asset expenditure types \$,000						Funding sources \$,000			
	Operating cost	Capital Cost	Project cost	Operating	New	Renewal	Upgrade	Expansion	Grants and contributions	Reserves	Council cash	Borrowings	
<b>Parks, open space and streetscapes</b>													
Carlisle Street Upgrade - Balaclava Station Interchange	0	50	50	0	0	0	50	0	0	0	50	0	
Carlo Catani Wall Structural Rectification	0	450	450	0	0	450	0	0	0	0	450	0	
Elwood Public Space Wall Replacement	0	302	302	0	0	302	0	0	0	0	302	0	
Fitzroy Street / Grey Street Tram Stop Reinstatement	50	150	200	50	0	90	60	0	0	0	200	0	
Foreshore Assets Renewal and Upgrade Program	50	435	485	50	0	261	174	0	0	350	135	0	
Ferrars Street Education and Community Precinct - Construction of Montague Park	1,790	500	2,290	1,790	500	0	0	0	3,330	0	(1,040)	0	
Ferrars Street Education and Community Precinct - Streetscape Upgrade	500	2,138	2,638	500	321	321	855	641	2,170	468	0	0	
Kerferd Road Streetscape Upgrade	50	150	200	50	0	98	53	0	0	0	200	0	
Litter Bin Renewal and Expansion Program	0	490	490	0	0	392	49	49	0	0	490	0	
Maritime Infrastructure Renewal Program	50	600	650	50	180	420	0	0	0	0	650	0	
Open Space Irrigation Renewal and Upgrade Program	50	200	250	50	0	160	40	0	0	250	0	0	
Outdoor Fitness Station Program	0	75	75	0	75	0	0	0	0	75	0	0	
Parks and Playground Renewal and Upgrade Program	200	790	990	200	0	553	119	119	0	660	330	0	
Parks Furniture and Pathway Renewal	20	330	350	20	0	330	0	0	0	100	250	0	
Public Space Accessibility Improvement Program	50	300	350	50	0	0	180	120	0	350	0	0	
Public Space Lighting Expansion Program	0	150	150	0	0	0	0	150	0	150	0	0	
Public Space Lighting Renewal and Upgrade Program	0	400	400	0	0	320	80	0	0	80	320	0	
Recreation Reserves Facilities Renewal Program	50	170	220	50	0	170	0	0	0	220	0	0	
Sports Field Lighting Expansion	0	20	20	0	0	0	0	20	0	20	0	0	
<b>Total parks, open space and streetscapes</b>	<b>2,860</b>	<b>7,700</b>	<b>10,560</b>	<b>2,860</b>	<b>1,076</b>	<b>3,866</b>	<b>1,659</b>	<b>1,099</b>	<b>5,500</b>	<b>2,723</b>	<b>2,337</b>	<b>0</b>	
<b>Off street car parks</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Capital works area	Budget \$,000			Asset expenditure types \$,000						Funding sources \$,000			
	Operating cost	Capital Cost	Project cost	Operating	New	Renewal	Upgrade	Expansion	Grants and contributions	Reserves	Council cash	Borrowings	
<b>Other infrastructure</b>													
Street Signage and Furniture Renewal Program	100	260	360	100	0	260	0	0	0	0	360	0	
<b>Total other infrastructure</b>	<b>100</b>	<b>260</b>	<b>360</b>	<b>100</b>	<b>0</b>	<b>260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>360</b>	<b>0</b>	
<b>Total infrastructure</b>	<b>3,690</b>	<b>17,195</b>	<b>20,885</b>	<b>3,690</b>	<b>1,351</b>	<b>9,610</b>	<b>3,679</b>	<b>2,555</b>	<b>7,190</b>	<b>3,763</b>	<b>9,932</b>	<b>0</b>	
<b>Total capital works 2017/18</b>	<b>6,197</b>	<b>34,474</b>	<b>40,671</b>	<b>6,197</b>	<b>1,561</b>	<b>19,622</b>	<b>8,445</b>	<b>4,847</b>	<b>7,790</b>	<b>4,813</b>	<b>28,068</b>	<b>0</b>	
<b>Summary</b>													
Property	1,180	11,873	13,053	1,180	0	6,206	3,562	2,105	600	1,050	11,403	0	
Plant and equipment	1,327	5,406	6,733	1,327	210	3,806	1,203	187	0	0	6,733	0	
Infrastructure	3,690	17,195	20,885	3,690	1,351	9,610	3,679	2,555	7,190	3,763	9,932	0	
<b>Total capital works 2017/18</b>	<b>6,197</b>	<b>34,474</b>	<b>40,671</b>	<b>6,197</b>	<b>1,561</b>	<b>19,622</b>	<b>8,445</b>	<b>4,847</b>	<b>7,790</b>	<b>4,813</b>	<b>28,068</b>	<b>0</b>	

Works deferred from 2016/17

Capital works area	Budget \$,000			Asset expenditure types \$,000					Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	Operating	New	Renewal	Upgrade	Expansion	Grants and contributions	Reserves	Council cash	Borrowings	
<b>Property</b>													
<b>Buildings</b>													
Bubup Nairm Non Compliance Works	0	490	490	0	0	123	368	0	0	490	0	0	
Public Toilet Plan Implementation Program	0	440	440	0	0	88	352	0	0	440	0	0	
South Melbourne Market Building Compliance	0	175	175	0	0	175	0	0	0	175	0	0	
EcoCentre Relocatable Buildings	0	100	100	0	0	50	50	0	0	100	0	0	
Gaswork Building Upgrade	0	75	75	0	8	8	60	0	0	75	0	0	
<b>Total buildings</b>	<b>0</b>	<b>1,280</b>	<b>1,280</b>	<b>0</b>	<b>8</b>	<b>443</b>	<b>830</b>	<b>0</b>	<b>0</b>	<b>1,280</b>	<b>0</b>	<b>0</b>	
<b>Plant and equipment</b>													
<b>Computers and telecommunications</b>													
Core IT Infrastructure Renewal and Upgrade Program	0	257	257	0	0	154	103	0	0	257	0	0	
Valuation System Replacement	0	37	37	0	0	0	37	0	0	37	0	0	
<b>Total computers and telecommunications</b>	<b>0</b>	<b>294</b>	<b>294</b>	<b>0</b>	<b>0</b>	<b>154</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>294</b>	<b>0</b>	<b>0</b>	
<b>Total plant and equipment</b>	<b>0</b>	<b>294</b>	<b>294</b>	<b>0</b>	<b>0</b>	<b>154</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>294</b>	<b>0</b>	<b>0</b>	
<b>Infrastructure</b>													
<b>Parks, open space and streetscapes</b>													
Carlo Catani Wall Structural Rectification	0	225	225	0	0	225	0	0	0	225	0	0	
<b>Total parks, open space and streetscapes</b>	<b>0</b>	<b>225</b>	<b>225</b>	<b>0</b>	<b>0</b>	<b>225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225</b>	<b>0</b>	<b>0</b>	
<b>Total infrastructure</b>	<b>0</b>	<b>225</b>	<b>225</b>	<b>0</b>	<b>0</b>	<b>225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225</b>	<b>0</b>	<b>0</b>	
<b>Total capital works deferred from 2016/17</b>	<b>0</b>	<b>1,799</b>	<b>1,799</b>	<b>0</b>	<b>8</b>	<b>822</b>	<b>969</b>	<b>0</b>	<b>0</b>	<b>1,799</b>	<b>0</b>	<b>0</b>	
<b>Summary</b>													
Property	1,180	13,153	14,333	1,180	8	6,649	4,392	2,105	600	2,330	11,403	0	
Plant and equipment	1,327	5,700	7,027	1,327	210	3,960	1,343	187	0	294	6,733	0	
Infrastructure	3,690	17,420	21,110	3,690	1,351	9,835	3,679	2,555	7,190	3,988	9,932	0	
<b>Total Capital Works Inc. Deferrals</b>	<b>6,197</b>	<b>36,273</b>	<b>42,470</b>	<b>6,197</b>	<b>1,568</b>	<b>20,444</b>	<b>9,414</b>	<b>4,847</b>	<b>7,790</b>	<b>6,612</b>	<b>28,068</b>	<b>0</b>	

Summary of capital works expenditure 2017-21

Capital works 2017/18	Budget \$,000			Asset expenditure types \$,000					Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	Operating	New	Renewal	Upgrade	Expansion	Grants and contributions	Reserves	Council cash	Borrowings	
<b>Property</b>													
Land	0	0	0	0	0	0	0	0	0	0	0	0	
Land improvements	0	0	0	0	0	0	0	0	0	0	0	0	
Buildings	1,180	13,153	14,333	1,180	8	6,649	4,392	2,105	600	2,330	11,403	0	
Leasehold Improvements	0	0	0	0	0	0	0	0	0	0	0	0	
Heritage buildings	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total property</b>	<b>1,180</b>	<b>13,153</b>	<b>14,333</b>	<b>1,180</b>	<b>8</b>	<b>6,649</b>	<b>4,392</b>	<b>2,105</b>	<b>600</b>	<b>2,330</b>	<b>11,403</b>	<b>0</b>	
<b>Plant and equipment</b>													
Plant, machinery and equipment	200	590	790	200	210	340	40	0	0	0	790	0	
Fixtures, fittings and furniture	0	35	35	0	0	35	0	0	0	0	35	0	
Computers and telecommunications	1,127	3,202	4,329	1,127	0	1,899	1,303	0	0	294	4,035	0	
Heritage plant and equipment	0	30	30	0	0	0	0	30	0	0	30	0	
Library books	0	785	785	0	0	628	0	157	0	0	785	0	
Motor vehicles	0	1,058	1,058	0	0	1,058	0	0	0	0	1,058	0	
<b>Total plant and equipment</b>	<b>1,327</b>	<b>5,700</b>	<b>7,027</b>	<b>1,327</b>	<b>210</b>	<b>3,960</b>	<b>1,343</b>	<b>187</b>	<b>0</b>	<b>294</b>	<b>6,733</b>	<b>0</b>	
<b>Infrastructure</b>													
Roads	150	6,130	6,280	150	275	3,873	1,448	534	1,295	200	4,785	0	
Bridges	0	0	0	0	0	0	0	0	0	0	0	0	
Footpaths and cycleways	250	1,685	1,935	250	0	794	471	420	395	840	700	0	
Drainage	330	1,420	1,750	330	0	816	102	502	0	0	1,750	0	
Parks, open space and streetscapes	2,860	7,925	10,785	2,860	1,076	4,091	1,659	1,099	5,500	2,948	2,337	0	
Off street car parks	0	0	0	0	0	0	0	0	0	0	0	0	
Other infrastructure	100	260	360	100	0	260	0	0	0	0	360	0	
<b>Total infrastructure</b>	<b>3,690</b>	<b>17,420</b>	<b>21,110</b>	<b>3,690</b>	<b>1,351</b>	<b>9,835</b>	<b>3,679</b>	<b>2,555</b>	<b>7,190</b>	<b>3,988</b>	<b>9,932</b>	<b>0</b>	
<b>Total capital works expenditure 2017/18</b>	<b>6,197</b>	<b>36,273</b>	<b>42,470</b>	<b>6,197</b>	<b>1,568</b>	<b>20,444</b>	<b>9,414</b>	<b>4,847</b>	<b>7,790</b>	<b>6,612</b>	<b>28,068</b>	<b>0</b>	



Summary of capital works expenditure 2017-21

	Budget \$,000			Asset expenditure types \$,000					Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	Operating	New	Renewal	Upgrade	Expansion	Grants and contributions	Reserves	Council cash	Borrowings	
<b>Capital works 2018/19</b>													
<b>Property</b>													
Land	0	0	0	0	0	0	0	0	0	0	0	0	
Land improvements	0	0	0	0	0	0	0	0	0	0	0	0	
Buildings	1,175	13,711	14,886	1,175	0	7,167	4,113	2,431	1,600	1,563	11,723	0	
Leasehold Improvements	0	0	0	0	0	0	0	0	0	0	0	0	
Heritage buildings	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total property</b>	<b>1,175</b>	<b>13,711</b>	<b>14,886</b>	<b>1,175</b>	<b>0</b>	<b>7,167</b>	<b>4,113</b>	<b>2,431</b>	<b>1,600</b>	<b>1,563</b>	<b>11,723</b>	<b>0</b>	
<b>Plant and equipment</b>													
Plant, machinery and equipment	0	1,174	1,174	0	418	677	80	0	0	0	1,174	0	
Fixtures, fittings and furniture	0	337	337	0	0	337	0	0	0	0	337	0	
Computers and telecommunications	1,255	2,744	3,999	1,255	0	1,647	1,098	0	0	0	3,999	0	
Heritage plant and equipment	0	31	31	0	0	0	0	31	0	0	31	0	
Library books	0	801	801	0	0	641	0	160	0	0	801	0	
Motor vehicles	0	1,716	1,716	0	0	1,716	0	0	0	0	1,716	0	
<b>Total plant and equipment</b>	<b>1,255</b>	<b>6,804</b>	<b>8,059</b>	<b>1,255</b>	<b>418</b>	<b>5,018</b>	<b>1,177</b>	<b>191</b>	<b>0</b>	<b>0</b>	<b>8,059</b>	<b>0</b>	
<b>Infrastructure</b>													
Roads	200	6,800	7,000	200	305	4,297	1,606	593	400	0	6,600	0	
Bridges	0	0	0	0	0	0	0	0	0	0	0	0	
Footpaths and cycleways	350	3,221	3,571	350	0	1,565	919	737	1,755	800	1,016	0	
Drainage	500	3,012	3,512	500	0	1,731	216	1,065	0	0	3,512	0	
Parks, open space and streetscapes	850	6,529	7,379	850	1,590	2,726	1,257	956	830	3,590	2,959	0	
Off street car parks	0	0	0	0	0	0	0	0	0	0	0	0	
Other infrastructure	100	265	365	100	0	265	0	0	0	0	365	0	
<b>Total infrastructure</b>	<b>2,000</b>	<b>19,828</b>	<b>21,828</b>	<b>2,000</b>	<b>1,895</b>	<b>10,584</b>	<b>3,998</b>	<b>3,351</b>	<b>2,985</b>	<b>4,390</b>	<b>14,453</b>	<b>0</b>	
<b>Total capital works expenditure 2017/18</b>	<b>4,430</b>	<b>40,343</b>	<b>44,773</b>	<b>4,430</b>	<b>2,313</b>	<b>22,769</b>	<b>9,289</b>	<b>5,972</b>	<b>4,585</b>	<b>5,953</b>	<b>34,235</b>	<b>0</b>	

	Budget \$,000			Asset expenditure types \$,000					Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	Operating	New	Renewal	Upgrade	Expansion	Grants and contributions	Reserves	Council cash	Borrowings	
<b>Capital works 2019/20</b>													
<b>Property</b>													
Land	0	0	0	0	0	0	0	0	0	0	0	0	
Land improvements	0	0	0	0	0	0	0	0	0	0	0	0	
Buildings	1,160	12,545	13,705	1,160	0	6,558	3,764	2,224	1,000	1,350	11,355	0	
Leasehold Improvements	0	0	0	0	0	0	0	0	0	0	0	0	
Heritage buildings	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total property</b>	<b>1,160</b>	<b>12,545</b>	<b>13,705</b>	<b>1,160</b>	<b>0</b>	<b>6,558</b>	<b>3,764</b>	<b>2,224</b>	<b>1,000</b>	<b>1,350</b>	<b>11,355</b>	<b>0</b>	
<b>Plant and equipment</b>													
Plant, machinery and equipment	0	625	625	0	223	360	42	0	0	0	625	0	
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0	0	0	
Computers and telecommunications	1,180	2,811	3,991	1,180	0	1,687	1,125	0	0	0	3,991	0	
Heritage plant and equipment	0	31	31	0	0	0	0	31	0	0	31	0	
Library books	0	818	818	0	0	655	0	164	0	0	818	0	
Motor vehicles	0	1,735	1,735	0	0	1,735	0	0	0	0	1,735	0	
<b>Total plant and equipment</b>	<b>1,180</b>	<b>6,021</b>	<b>7,201</b>	<b>1,180</b>	<b>223</b>	<b>4,436</b>	<b>1,167</b>	<b>195</b>	<b>0</b>	<b>0</b>	<b>7,201</b>	<b>0</b>	
<b>Infrastructure</b>													
Roads	0	6,004	6,004	0	269	3,794	1,418	523	400	0	5,604	0	
Bridges	0	0	0	0	0	0	0	0	0	0	0	0	
Footpaths and cycleways	200	1,668	1,868	200	0	811	476	382	0	800	1,068	0	
Drainage	200	4,170	4,370	200	0	2,396	300	1,474	0	0	4,370	0	
Parks, open space and streetscapes	1,050	11,242	12,292	1,050	2,738	4,694	2,165	1,646	0	6,590	5,702	0	
Off street car parks	0	0	0	0	0	0	0	0	0	0	0	0	
Other infrastructure	100	271	371	100	0	271	0	0	0	0	371	0	
<b>Total infrastructure</b>	<b>1,550</b>	<b>23,355</b>	<b>24,905</b>	<b>1,550</b>	<b>3,007</b>	<b>11,965</b>	<b>4,358</b>	<b>4,025</b>	<b>400</b>	<b>7,390</b>	<b>17,115</b>	<b>0</b>	
<b>Total capital works expenditure 2017/18</b>	<b>3,890</b>	<b>41,921</b>	<b>45,811</b>	<b>3,890</b>	<b>3,230</b>	<b>22,959</b>	<b>9,288</b>	<b>6,444</b>	<b>1,400</b>	<b>8,740</b>	<b>35,671</b>	<b>0</b>	

Summary of capital works expenditure 2017-21

	Budget \$,000		Asset expenditure types \$,000						Funding sources \$,000			
	Operating cost	Capital Cost	Project cost	Operating	New	Renewal	Upgrade	Expansion	Grants and contributions	Reserves	Council cash	Borrowings
<b>Capital works 2020/21</b>												
<b>Property</b>												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	1,065	12,392	13,457	1,065	0	6,477	3,718	2,197	0	1,350	12,107	0
Leasehold Improvements	0	0	0	0	0	0	0	0	0	0	0	0
Heritage buildings	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total property</b>	<b>1,065</b>	<b>12,392</b>	<b>13,457</b>	<b>1,065</b>	<b>0</b>	<b>6,477</b>	<b>3,718</b>	<b>2,197</b>	<b>0</b>	<b>1,350</b>	<b>12,107</b>	<b>0</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	0	640	640	0	228	369	43	0	0	0	640	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,080	2,821	3,901	1,080	0	1,692	1,128	0	0	0	3,901	0
Heritage plant and equipment	0	32	32	0	0	0	0	32	0	0	32	0
Library books	0	837	837	0	0	670	0	167	0	0	837	0
Motor vehicles	0	1,326	1,326	0	0	1,326	0	0	0	0	1,326	0
<b>Total plant and equipment</b>	<b>1,080</b>	<b>5,655</b>	<b>6,735</b>	<b>1,080</b>	<b>228</b>	<b>4,056</b>	<b>1,172</b>	<b>199</b>	<b>0</b>	<b>0</b>	<b>6,735</b>	<b>0</b>
<b>Infrastructure</b>												
Roads	0	6,142	6,142	0	276	3,881	1,450	535	400	0	5,742	0
Bridges	0	0	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	200	1,706	1,906	200	0	829	487	391	0	800	1,106	0
Drainage	100	3,093	3,193	100	0	1,777	222	1,093	0	0	3,193	0
Parks, open space and streetscapes	1,205	13,597	14,802	1,205	3,311	5,676	2,618	1,991	3,000	7,190	4,612	0
Off street car parks	0	0	0	0	0	0	0	0	0	0	0	0
Other infrastructure	100	277	377	100	0	277	0	0	0	0	377	0
<b>Total infrastructure</b>	<b>1,605</b>	<b>24,815</b>	<b>26,420</b>	<b>1,605</b>	<b>3,587</b>	<b>12,441</b>	<b>4,777</b>	<b>4,010</b>	<b>3,400</b>	<b>7,990</b>	<b>15,030</b>	<b>0</b>
<b>Total capital works expenditure 2017/18</b>	<b>3,750</b>	<b>42,862</b>	<b>46,612</b>	<b>3,750</b>	<b>3,815</b>	<b>22,975</b>	<b>9,666</b>	<b>6,406</b>	<b>3,400</b>	<b>9,340</b>	<b>33,872</b>	<b>0</b>

2017-27 capital program

Strategic direction 1: We embrace difference and people belong

Project name	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Children</b>										
Bubup Nairn Non Compliance Works	990,000	0	0	0	0	0	0	0	0	0
Building Renewal and Upgrade Program - Children's Centres	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Children's Centres Improvement Program	400,000	1,000,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>Community programs and facilities</b>										
Community Facilities Upgrade Program	0	130,000	120,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000
Community Facilities Upgrade Program - Liardet Street Community Centre	560,000	0	0	0	0	0	0	0	0	0
Community Facilities Upgrade Program - South Melbourne Community Centre	590,000	0	0	0	0	0	0	0	0	0
<b>Families and young people</b>										
Adventure Playgrounds Upgrade	0	0	0	700,000	1,000,000	1,000,000	0	0	0	0
<b>Recreation</b>										
Informal Sport and Recreation Infrastructure	0	25,000	100,000	100,000	100,000	100,000	100,000	0	0	0
JL Murphy Reserve Pavilion Upgrade	300,000	2,172,000	0	0	0	0	0	0	0	0
Julier Reserve Pavilion Upgrade	0	0	50,000	190,000	1,900,000	0	0	0	0	0
Lagoon Reserve Sport Field Upgrade	0	0	0	100,000	2,000,000	0	0	0	0	0
Northport Oval Upgrade	0	200,000	1,750,000	1,000,000	0	0	0	0	0	0
Outdoor Fitness Station Program	75,000	75,000	75,000	75,000	0	0	0	0	0	0
Peanut Farm Reserve Sports Pavilion Upgrade	2,315,000	500,000	0	0	0	0	0	0	0	0
Recreation Reserves Facilities Renewal Program	220,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
South Melb Life Saving Club Redevelopment	200,000	3,700,000	2,450,000	0	0	0	0	0	0	0
Sports Fields Lighting Expansion	20,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Lagoon Reserve Pavilion Upgrade	0	0	0	0	50,000	190,000	1,900,000	0	0	0
Sports Fields Upgrade Program	0	0	0	0	0	1,000,000	1,000,000	0	0	0
<b>Sub-total</b>	<b>5,820,000</b>	<b>8,407,000</b>	<b>6,350,000</b>	<b>4,340,000</b>	<b>7,225,000</b>	<b>4,465,000</b>	<b>5,175,000</b>	<b>2,175,000</b>	<b>2,175,000</b>	<b>2,175,000</b>



2017-27 capital program

Strategic direction 4: We are growing but keeping our character

Project name	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>City planning and urban design</b>										
Carlisle Street Upgrade - Balaclava Station Interchange	50,000	0	0	0	0	0	0	0	0	0
Fitzroy Street / Grey Street Tram Stop Reinstatement	200,000	0	0	0	0	0	0	0	0	0
<b>Public space</b>										
Carlo Catani Wall Structural Rectification	675,000	0	0	0	0	0	0	0	0	0
Elwood Public Space Wall Replacement	302,000	0	0	0	0	0	0	0	0	0
Foreshore Assets Renewal and Upgrade Program	485,000	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Ferrars Street Education and Community Precinct - Construction of Montague Park	2,290,000	0	0	6,000,000	0	0	0	0	0	0
Ferrars Street Education and Community Precinct - Streetscape Upgrade	2,638,000	1,130,000	0	0	0	0	0	0	0	0
Gasworks Arts Park Reinstatement	0	485,000	3,000,000	1,000,000	0	0	0	0	0	0
Graham Street Skate Park Upgrade	0	15,000	385,000	0	0	0	0	0	0	0
JL Murphy Playspace Upgrade	0	40,000	400,000	0	0	0	0	0	0	0
Maritime Infrastructure Renewal Program	650,000	650,000	1,000,000	1,000,000	650,000	650,000	650,000	650,000	650,000	650,000
Parks and Playground Renewal and Upgrade Program	990,000	990,000	990,000	990,000	990,000	990,000	990,000	990,000	990,000	990,000
Parks Furniture and Pathway Renewal Program	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Public Space Lighting Expansion Program	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Public Space Lighting Renewal and Upgrade Program	400,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
<b>Sub-total</b>	<b>9,180,000</b>	<b>4,410,000</b>	<b>7,375,000</b>	<b>10,590,000</b>	<b>3,240,000</b>	<b>3,240,000</b>	<b>3,240,000</b>	<b>3,240,000</b>	<b>3,240,000</b>	<b>3,240,000</b>

Strategic Direction 5: We thrive by harnessing creativity

Project name	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Art, culture and heritage</b>										
Art Acquisition	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Gasworks Building Upgrade	75,000	0	0	0	0	0	0	0	0	0
Gasworks Theatre Seats Replacement	35,000	330,000	0	0	0	0	0	0	0	0
Linden Gallery Upgrade	1,675,000	0	0	0	0	0	0	0	0	0
South Melb Town Hall Lifts Upgrade	840,000	560,000	0	0	0	0	0	0	0	0
<b>Libraries</b>										
Library Purchases	785,000	785,000	785,000	785,000	785,000	785,000	785,000	785,000	785,000	785,000
St Kilda Library Redevelopment	0	0	0	0	2,500,000	5,000,000	2,500,000	0	0	0
<b>Markets</b>										
South Melbourne Market Building Compliance	675,000	500,000	500,000	500,000	0	0	0	0	0	0
South Melbourne Market Renewal Program	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
South Melbourne Market Stall Changeover Refits	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
<b>Sub-total</b>	<b>4,440,000</b>	<b>2,530,000</b>	<b>1,640,000</b>	<b>1,640,000</b>	<b>3,640,000</b>	<b>6,140,000</b>	<b>3,640,000</b>	<b>1,140,000</b>	<b>1,140,000</b>	<b>1,140,000</b>

2017-27 capital program

Strategic Direction 6: Our commitment to you

Project name	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Asset management</b>										
Building Renewal and Upgrade Program	2,180,000	3,050,000	3,050,000	3,350,000	3,350,000	3,350,000	3,350,000	3,350,000	3,350,000	3,350,000
Building Safety and Accessibility Program	1,310,000	1,500,000	2,000,000	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Finance and project management</b>										
Council Fleet Renewal Program	1,058,000	1,681,000	1,664,000	1,243,000	1,231,000	1,031,000	1,751,000	1,507,000	1,441,000	1,076,000
<b>Governance and engagement</b>										
Councillor Equipment and Accommodation Renewal	0	0	0	125,000	0	0	0	125,000	0	0
Online Communications Improvement Program	0	343,500	277,500	0	0	0	0	0	0	0
<b>Technology, transformation and customer experience</b>										
Core Application Renewal and Upgrade Program	2,500,000	2,500,000	2,500,000	2,500,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Core IT Infrastructure Renewal and Upgrade Program	1,792,000	1,100,000	1,100,000	1,100,000	1,000,000	1,000,000	900,000	900,000	800,000	800,000
Valuation Software Replacement	37,000	0	0	0	0	0	0	0	0	0
<b>Sub-total</b>	<b>8,877,000</b>	<b>10,174,500</b>	<b>10,591,500</b>	<b>10,318,000</b>	<b>9,081,000</b>	<b>7,881,000</b>	<b>8,501,000</b>	<b>8,382,000</b>	<b>8,091,000</b>	<b>7,726,000</b>

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Budget capacity		-	-	2,905,000	8,506,179	9,775,402	11,345,386	17,595,514	18,603,106	19,984,463
Indexation for inflation	-	829,500	1,704,500	2,669,000	3,646,821	4,563,598	5,509,614	6,545,486	7,625,894	8,800,537
<b>Grant Total</b>	<b>42,470 k</b>	<b>44,773 k</b>	<b>45,811 k</b>	<b>46,612 k</b>	<b>47,939 k</b>	<b>48,665 k</b>	<b>49,701 k</b>	<b>51,368 k</b>	<b>53,165 k</b>	<b>55,356 k</b>

Budget 2017/18 operating projects

Service	Project name	2017/18	
<b>Strategic direction 1: We embrace difference and people belong</b>			
<b>Affordable housing and homelessness</b>	Balaclava Precinct Program - Marlborough Street Affordable Housing	50,000	
	In Our Backyard Strategy Implementation	80,000	
<b>Ageing and accessibility</b>	Aged Care Transition Service Review	183,880	
<b>Children</b>	Children's Services Review Implementation	210,000	
	Maternal and Child Health - System Implementation	76,000	
<b>Community programs and facilities</b>	Ferrars Street Education and Community Precinct - Community Facilities And Netball Courts	2,995,000	
	Pride Centre Implementation	20,000	
<b>Recreation</b>	Sports Playing Field Renewal Program	200,000	
		<b>3,814,880</b>	
<b>Strategic direction 2: We are connected and it's easy to move around</b>			
<b>Transport and parking management</b>	Acland Street Upgrade - Traffic Studies	87,166	
	Fines Reform Act Implementation	60,000	
	Integrated Transport Strategy Development	150,000	
	Melbourne Metro Tunnel Project Support - Domain Station	500,000	
	Parking Efficiency and Integration Program	300,000	
	Post Office Place and Albert Park College Safe Access Investigation	50,000	
		<b>1,147,166</b>	
<b>Strategic direction 3: We have smart solutions for a sustainable future</b>			
<b>Sustainability</b>	Baseline of Municipal Greenhouse Gas Emissions Development	150,000	
	Community Carbon Cops Program Delivery	30,000	
	Elster Creek Flood Response Advocacy	52,000	
	Energy Performance Contracting	110,000	
	Park Tree Improvement Program	40,000	
	Street Tree Improvement Program	500,000	
	Sustainability Strategy Beyond 2020 Review	150,000	
	Sustainable City Community Action Plan Implementation	300,000	
	<b>Waste reduction</b>	Council Depot Waste Management and Resource Recovery Services Future Requirements	65,000
		Waste and Resource Recovery Strategy Development	95,000
Waste Futures Program		142,000	
		<b>1,634,000</b>	

Budget 2017/18 operating projects

Service category	Project name	2017/18
<b>Strategic direction 4: We are growing but keeping our character</b>		
<b>City planning and urban design</b>	Balaclava Precinct Program - Carlisle St Tram Stop Upgrade	200,000
	Domain Precinct Management	147,000
	Fishermans Bend Managing Growth Program	365,000
	Ferrars Street Education and Community Precinct - Program Management	220,000
	Heritage Plaques Installation	20,000
	Heritage Program Development and Implementation	50,000
	Memorials and Monuments Renewal Program	50,000
	Planning Scheme Amendments Program	250,000
	Port Melbourne Waterfront Precinct Management	96,000
	Port Phillip Planning Scheme Statutory 4 Year Review and Revised LPPF Stage 2	40,000
	St Kilda Road South UDLUF - Implementation Plan	23,000
<b>Development approvals and compliance</b>	Statutory Planning Service Review	100,000
<b>Public space</b>	Foreshore Vegetation Upgrade Program	100,000
	Gasworks Arts Park Contamination Management Plan	50,000
	Public Spaces Strategy Development	50,000
	Soil Contamination Management Program	380,000
	St Kilda Marina New Lease	150,000
		<b>2,291,000</b>
<b>Strategic direction 5: We thrive by harnessing creativity</b>		
<b>Arts, culture and heritage</b>	Creative and Prosperous City Strategy Development	50,000
<b>Economic development and tourism</b>	Balaclava Precinct Program - Precinct Management	192,000
	Fitzroy St Precinct Management	96,000
<b>Festivals</b>	Events Strategy Communications Plan Implementation	60,000
	Queens Baton Relay Event	131,000
<b>Libraries</b>	Smart Space - Creative Spaces In Libraries	47,000
<b>Markets</b>	South Melb Market Strategic Business Case	120,000
		<b>696,000</b>

Service category	Project name	2017/18
<b>Strategic direction 6: Our commitment to you</b>		
<b>Asset management</b>	Staff Accommodation Plan Development	200,000
<b>Finance and project management</b>	Capital Projects Quality Management Operations Manual	70,000
<b>Governance and engagement</b>	Integrated Council Plan and Budget Community Engagement	150,000
	Risk and Compliance Management Solution	125,000
<b>People and culture</b>	Employee Lifecycle Process Improvements	105,000
	Health and Safety Improvement Project	100,000
	Learning Management System and eLearning	208,000
<b>Technology, transformation and customer experience</b>	Business Enablement and Innovation Fund	200,000
		<b>1,158,000</b>
<b>Grant Total</b>		<b>10,741,046</b>

Schedule of cash backed reserve movements

	Notes	1 July 2016 Opening balance \$'000	2016/17		Closing balance \$'000
			Replenish reserves \$'000	Reserves drawdown \$'000	
<b>Cash backed reserves</b>					
<b>Statutory reserves</b>					
Open space contributions (Resort and Recreation Levy)					
- Open space contributions excluding FBURA		12,411	7,842	(3,658)	16,595
- Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-
<b>Total open space contributions (Resort and Recreation Levy)</b>		<b>12,411</b>	<b>7,842</b>	<b>(3,658)</b>	<b>16,595</b>
- Car parking reserve		1,794	-	-	1,794
- Developer contributions - Port Melbourne		146	17	-	163
- Trust funds and deposits	1	4,990	125	-	5,115
<b>Total statutory reserves</b>		<b>19,341</b>	<b>7,984</b>	<b>(3,658)</b>	<b>23,667</b>
<b>Non-statutory reserves</b>					
<b>Contractual reserves</b>					
- Child care infrastructure		3,852	791	-	4,643
- Middle Park beach nourishment		1,183	30	-	1,213
- Tied grants		1,351	2,626	(1,351)	2,626
- Project deferrals		7,640	1,844	(7,640)	1,844
<b>Total contractual reserves</b>		<b>14,026</b>	<b>5,291</b>	<b>(8,991)</b>	<b>10,326</b>
<b>Strategic reserves</b>					
- Palais Theatre		-	106	(1,250)	(1,144)
- Strategic Property Fund		390	4,980	-	5,370
- In Our Backyard (Affordable Housing)		500	500	-	1,000
- Other		8,767	4,500	(2,839)	10,428
<b>Total strategic reserves</b>		<b>9,657</b>	<b>10,086</b>	<b>(4,089)</b>	<b>15,654</b>
<b>General reserves</b>					
- Debt redemption		576	-	(576)	-
- Internal borrowing - FBURA Ferrars Street		(4,600)	308	(3,108)	(7,400)
- Internal borrowing - other including (Vision Super liability, fleet and projects)		(1,867)	1,867	-	-
- Asset Renewal Fund (including Smart Technology Fund)	2	-	4,266	-	4,266
- Rates cap challenge	3	-	-	-	-
<b>Total general reserves</b>		<b>(5,891)</b>	<b>6,441</b>	<b>(3,684)</b>	<b>(3,134)</b>
<b>Total non-statutory reserves</b>		<b>17,792</b>	<b>21,818</b>	<b>(16,764)</b>	<b>22,846</b>
<b>Total cash-backed reserves</b>		<b>37,133</b>	<b>29,802</b>	<b>(20,422)</b>	<b>46,513</b>

Notes to reserves

- 1. Trust Funds and Deposits** - Deposits and contract retentions are held in trust by Council as a form of surety for transactions with Council. These are also represented as liabilities in the balance sheet.
- 2. Asset Renewal Fund (including Smart Technology Fund)** - For funding of future asset renewals and projects related to Smart Technology.

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

2017/18			2018/19			2019/20			2020/21		
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
4,500	(2,295)	18,800	4,100	(2,845)	20,055	4,100	(3,630)	20,525	4,100	(3,330)	21,295
-	-	-	-	-	-	-	-	-	-	-	-
4,500	(2,295)	18,800	4,100	(2,845)	20,055	4,100	(3,630)	20,525	4,100	(3,330)	21,295
-	-	1,794	-	-	1,794	-	-	1,794	-	-	1,794
-	-	163	-	-	163	-	-	163	-	-	163
128	-	5,243	131	-	5,374	134	-	5,508	138	-	5,646
<b>4,628</b>	<b>(2,295)</b>	<b>26,000</b>	<b>4,231</b>	<b>(2,845)</b>	<b>27,386</b>	<b>4,234</b>	<b>(3,630)</b>	<b>27,990</b>	<b>4,238</b>	<b>(3,330)</b>	<b>28,898</b>
845	(550)	4,938	866	(1,150)	4,654	889	(1,350)	4,193	915	(1,350)	3,758
25	-	1,238	31	-	1,269	32	-	1,301	47	-	1,348
748	(2,600)	774	-	(774)	-	-	-	-	-	-	-
-	(1,844)	-	-	-	-	-	-	-	-	-	-
<b>1,618</b>	<b>(4,994)</b>	<b>6,950</b>	<b>897</b>	<b>(1,924)</b>	<b>5,923</b>	<b>921</b>	<b>(1,350)</b>	<b>5,494</b>	<b>962</b>	<b>(1,350)</b>	<b>5,106</b>
855	-	(289)	873	-	584	892	-	1,477	913	-	2,390
1,215	(3,900)	2,685	140	-	2,825	140	-	2,965	140	-	3,105
-	-	1,000	-	-	1,000	-	-	1,000	-	-	1,000
885	(4,890)	6,423	875	(1,748)	5,550	800	(3,800)	2,550	800	(1,700)	1,650
<b>2,955</b>	<b>(8,790)</b>	<b>9,819</b>	<b>1,888</b>	<b>(1,748)</b>	<b>9,959</b>	<b>1,832</b>	<b>(3,800)</b>	<b>7,992</b>	<b>1,853</b>	<b>(1,700)</b>	<b>8,145</b>
-	-	-	-	-	-	-	-	-	-	-	-
-	(3,463)	(10,863)	670	(300)	(10,493)	955	-	(9,538)	1,066	(3,000)	(11,472)
-	-	-	-	-	-	-	-	-	-	-	-
1,904	-	6,170	1,000	-	7,170	1,000	-	8,170	-	-	8,170
650	-	650	3,400	-	4,050	2,300	-	6,350	7,800	-	14,150
<b>2,554</b>	<b>(3,463)</b>	<b>(4,043)</b>	<b>5,070</b>	<b>(300)</b>	<b>727</b>	<b>4,255</b>	<b>-</b>	<b>4,982</b>	<b>8,866</b>	<b>(3,000)</b>	<b>10,848</b>
<b>7,127</b>	<b>(17,247)</b>	<b>12,726</b>	<b>7,855</b>	<b>(3,972)</b>	<b>16,609</b>	<b>7,008</b>	<b>(5,150)</b>	<b>18,468</b>	<b>11,681</b>	<b>(6,050)</b>	<b>24,099</b>
<b>11,755</b>	<b>(19,542)</b>	<b>38,726</b>	<b>12,086</b>	<b>(6,817)</b>	<b>43,995</b>	<b>11,242</b>	<b>(8,780)</b>	<b>46,458</b>	<b>15,919</b>	<b>(9,380)</b>	<b>52,997</b>

Schedule of cash backed reserve movements

	Notes	2021/22			2022/23		
		Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000
<b>Cash backed reserves</b>							
<b>Statutory reserves</b>							
Open space contributions (Resort and Recreation Levy)							
- Open space contributions excluding FBURA		4,100	(4,100)	21,295	4,100	(4,100)	21,295
- Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-	-	-
Total open space contributions (Resort and Recreation Levy)		4,100	(4,100)	21,295	4,100	(4,100)	21,295
- Car parking reserve		-	-	1,794	-	-	1,794
- Developer contributions - Port Melbourne		-	-	163	-	-	163
- Trust funds and deposits	1	141	-	5,787	145	-	5,932
<b>Total statutory reserves</b>		<b>4,241</b>	<b>(4,100)</b>	<b>29,039</b>	<b>4,245</b>	<b>(4,100)</b>	<b>29,184</b>
<b>Non-statutory reserves</b>							
<b>Contractual reserves</b>							
- Child care infrastructure		939	(1,350)	3,347	963	(1,350)	2,960
- Middle Park beach nourishment		49	-	1,397	50	-	1,447
- Tied grants		-	-	-	-	-	-
- Project deferrals		-	-	-	-	-	-
<b>Total contractual reserves</b>		<b>988</b>	<b>(1,350)</b>	<b>4,744</b>	<b>1,013</b>	<b>(1,350)</b>	<b>4,407</b>
<b>Strategic reserves</b>							
- Palais Theatre		935	-	3,324	957	-	4,281
- Strategic Property Fund		-	-	3,105	-	-	3,105
- In Our Backyard (Affordable Housing)		-	-	1,000	-	-	1,000
- Other		800	(800)	1,650	800	(800)	1,650
<b>Total strategic reserves</b>		<b>1,735</b>	<b>(800)</b>	<b>9,079</b>	<b>1,757</b>	<b>(800)</b>	<b>10,036</b>
<b>General reserves</b>							
- Debt redemption		-	-	-	-	-	-
- Internal borrowing - FBURA Ferrars Street		1,245	(963)	(11,190)	1,313	(1,031)	(10,908)
- Internal borrowing - other including (Vision Super liability, fleet and projects)		-	-	-	-	-	-
- Asset Renewal Fund (including Smart Technology Fund)	2	-	-	8,170	-	-	8,170
- Rates cap challenge	3	2,500	-	16,650	2,500	-	19,150
<b>Total general reserves</b>		<b>3,745</b>	<b>(963)</b>	<b>13,630</b>	<b>3,813</b>	<b>(1,031)</b>	<b>16,412</b>
<b>Total non-statutory reserves</b>		<b>6,468</b>	<b>(3,113)</b>	<b>27,453</b>	<b>6,583</b>	<b>(3,181)</b>	<b>30,855</b>
<b>Total cash-backed reserves</b>		<b>10,709</b>	<b>(7,213)</b>	<b>56,492</b>	<b>10,828</b>	<b>(7,281)</b>	<b>60,039</b>

Notes to reserves

- 1. Trust Funds and Deposits** - Deposits and contract retentions are held in trust by Council as a form of surety for transactions with Council. These are also represented as liabilities in the balance sheet.
- 2. Asset Renewal Fund (including Smart Technology Fund)** - For funding of future asset renewals and projects related to Smart Technology.

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

	2023/24			2024/25			2025/26			2026/27		
	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000
<b>Statutory reserves</b>												
Open space contributions (Resort and Recreation Levy)												
- Open space contributions excluding FBURA	4,100	(4,100)	21,295	4,100	(4,100)	21,295	4,100	(4,100)	21,295	4,100	(4,100)	21,295
- Fishermans Bend Urban Renewal Area (FBURA)	-	-	-	-	-	-	-	-	-	-	-	-
Total open space contributions (Resort and Recreation Levy)	4,100	(4,100)	21,295	4,100	(4,100)	21,295	4,100	(4,100)	21,295	4,100	(4,100)	21,295
- Car parking reserve	-	-	1,794	-	-	1,794	-	-	1,794	-	-	1,794
- Developer contributions - Port Melbourne	-	-	163	-	-	163	-	-	163	-	-	163
- Trust funds and deposits	148	-	6,080	152	-	6,232	156	-	6,388	160	-	6,548
<b>Total statutory reserves</b>	<b>4,248</b>	<b>(4,100)</b>	<b>29,332</b>	<b>4,252</b>	<b>(4,100)</b>	<b>29,484</b>	<b>4,256</b>	<b>(4,100)</b>	<b>29,640</b>	<b>4,260</b>	<b>(4,100)</b>	<b>29,800</b>
<b>Non-statutory reserves</b>												
<b>Contractual reserves</b>												
- Child care infrastructure	987	(1,350)	2,597	1,011	(1,350)	2,258	1,036	(1,350)	1,944	1,061	(1,350)	1,655
- Middle Park beach nourishment	52	-	1,499	54	-	1,553	56	-	1,609	58	-	1,667
- Tied grants	-	-	-	-	-	-	-	-	-	-	-	-
- Project deferrals	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total contractual reserves</b>	<b>1,039</b>	<b>(1,350)</b>	<b>4,096</b>	<b>1,065</b>	<b>(1,350)</b>	<b>3,811</b>	<b>1,092</b>	<b>(1,350)</b>	<b>3,553</b>	<b>1,119</b>	<b>(1,350)</b>	<b>3,322</b>
<b>Strategic reserves</b>												
- Palais Theatre	979	-	5,260	1,002	-	6,262	1,025	-	7,287	1,050	-	8,337
- Strategic Property Fund	-	-	3,105	-	-	3,105	-	-	3,105	-	-	3,105
- In Our Backyard (Affordable Housing)	-	-	1,000	-	-	1,000	-	-	1,000	-	-	1,000
- Other	800	(800)	1,650	800	(800)	1,650	800	(800)	1,650	800	(800)	1,650
<b>Total strategic reserves</b>	<b>1,779</b>	<b>(800)</b>	<b>11,015</b>	<b>1,802</b>	<b>(800)</b>	<b>12,017</b>	<b>1,825</b>	<b>(800)</b>	<b>13,042</b>	<b>1,850</b>	<b>(800)</b>	<b>14,092</b>
<b>General reserves</b>												
- Debt redemption	-	-	-	-	-	-	-	-	-	-	-	-
- Internal borrowing - FBURA Ferrars Street	1,434	(1,152)	(10,626)	1,513	(1,231)	(10,344)	1,555	(1,273)	(10,062)	1,587	(1,305)	(9,780)
- Internal borrowing - other including (Vision Super liability, fleet and projects)	-	-	-	-	-	-	-	-	-	-	-	-
- Asset Renewal Fund (including Smart Technology Fund)	-	-	8,170	-	-	8,170	-	-	8,170	-	-	8,170
- Rates cap challenge	1,350	-	20,500	-	(200)	20,300	-	(2,400)	17,900	-	(4,050)	13,850
<b>Total general reserves</b>	<b>2,784</b>	<b>(1,152)</b>	<b>18,044</b>	<b>1,513</b>	<b>(1,431)</b>	<b>18,126</b>	<b>1,555</b>	<b>(3,673)</b>	<b>16,008</b>	<b>1,587</b>	<b>(5,355)</b>	<b>12,240</b>
<b>Total non-statutory reserves</b>	<b>5,602</b>	<b>(3,302)</b>	<b>33,155</b>	<b>4,380</b>	<b>(3,581)</b>	<b>33,954</b>	<b>4,472</b>	<b>(5,823)</b>	<b>32,603</b>	<b>4,555</b>	<b>(7,505)</b>	<b>29,654</b>
<b>Total cash-backed reserves</b>	<b>9,850</b>	<b>(7,402)</b>	<b>62,487</b>	<b>8,632</b>	<b>(7,681)</b>	<b>63,438</b>	<b>8,728</b>	<b>(9,923)</b>	<b>62,243</b>	<b>8,815</b>	<b>(11,605)</b>	<b>59,454</b>



### Statement of human resources

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Staff expenditure</b>											
Employee costs - operating	83,863	88,637	91,636	94,457	97,856	101,810	105,925	110,209	114,668	119,308	123,622
Employee costs - capital	1,472	1,516	1,551	1,587	1,728	1,773	1,819	1,867	2,015	2,068	2,122
<b>Total staff expenditure</b>	<b>85,335</b>	<b>90,153</b>	<b>93,187</b>	<b>96,044</b>	<b>99,584</b>	<b>103,583</b>	<b>107,745</b>	<b>112,076</b>	<b>116,683</b>	<b>121,376</b>	<b>125,744</b>
<b>Equivalent full-time (EFT)</b>											
<b>Staff numbers</b>											
Employees	828	852	864	871	880	888	897	905	914	923	931
<b>Total staff numbers</b>	<b>828</b>	<b>852</b>	<b>864</b>	<b>871</b>	<b>880</b>	<b>888</b>	<b>897</b>	<b>905</b>	<b>914</b>	<b>923</b>	<b>931</b>

### Summary of planned human resources

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Staff expenditure</b>											
Chief Executive Officer	3,282	3,545	3,687	3,810	3,951	4,098	4,250	4,408	4,572	4,742	4,918
Community Development	27,105	27,072	28,178	29,132	30,228	31,366	32,546	33,772	35,043	36,363	37,731
Infrastructure and Amenity	18,315	20,093	20,917	21,628	22,444	23,291	24,171	25,084	26,031	27,013	28,033
Organisational Performance	17,062	17,428	17,950	18,440	19,005	19,587	20,189	20,809	21,449	22,109	22,791
Place Strategy and Development	11,438	12,685	13,159	13,576	14,056	14,553	15,069	15,603	16,156	16,729	17,324
<b>Total permanent operating staff expenditure</b>	<b>77,202</b>	<b>80,823</b>	<b>83,891</b>	<b>86,585</b>	<b>89,682</b>	<b>92,894</b>	<b>96,224</b>	<b>99,675</b>	<b>103,251</b>	<b>106,957</b>	<b>110,797</b>
Casual labour	1,465	1,447	1,480	1,515	1,554	1,594	1,636	1,679	1,722	1,767	1,813
Other labour (agency staff, maternity leave, FBT)	5,196	6,367	6,265	6,358	6,619	7,321	8,065	8,856	9,694	10,584	11,012
Capital employee costs	1,472	1,516	1,551	1,587	1,728	1,773	1,819	1,867	2,015	2,068	2,122
<b>Total staff expenditure</b>	<b>85,335</b>	<b>90,153</b>	<b>93,187</b>	<b>96,044</b>	<b>99,584</b>	<b>103,583</b>	<b>107,745</b>	<b>112,076</b>	<b>116,683</b>	<b>121,376</b>	<b>125,744</b>

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Staff numbers</b>											
<b>Equivalent full-time (EFT)</b>											
<b>Chief Executive Officer</b>											
- Full time	22	23	24	24	24	25	25	26	26	26	27
- Part time	4	5	5	5	5	5	5	5	5	5	5
<b>Total</b>	<b>26</b>	<b>28</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>32</b>
<b>Community Development</b>											
- Full time	172	176	178	180	182	184	184	185	186	188	190
- Part time	141	141	144	145	146	147	150	153	155	156	158
<b>Total</b>	<b>314</b>	<b>317</b>	<b>322</b>	<b>325</b>	<b>328</b>	<b>332</b>	<b>335</b>	<b>338</b>	<b>341</b>	<b>345</b>	<b>348</b>
<b>Infrastructure and Amenity</b>											
- Full time	175	189	193	195	198	200	202	205	207	210	212
- Part time	23	23	23	23	23	23	23	23	23	23	23
<b>Total</b>	<b>199</b>	<b>213</b>	<b>216</b>	<b>218</b>	<b>221</b>	<b>223</b>	<b>226</b>	<b>228</b>	<b>230</b>	<b>233</b>	<b>235</b>
<b>Organisational Performance</b>											
- Full time	128	129	131	131	132	133	134	134	135	136	137
- Part time	24	24	24	24	24	24	24	24	24	24	24
<b>Total</b>	<b>152</b>	<b>153</b>	<b>155</b>	<b>155</b>	<b>156</b>	<b>157</b>	<b>158</b>	<b>159</b>	<b>159</b>	<b>160</b>	<b>161</b>
<b>Place Strategy and Development</b>											
- Full time	101	102	104	105	106	108	109	110	112	113	115
- Part time	5	6	6	5	5	5	5	5	5	5	5
<b>Total</b>	<b>106</b>	<b>108</b>	<b>110</b>	<b>110</b>	<b>112</b>	<b>113</b>	<b>114</b>	<b>116</b>	<b>117</b>	<b>118</b>	<b>120</b>
Casual and other	16	16	16	16	16	16	16	16	16	16	16
Capital Employees	14	17	17	17	18	18	18	18	19	19	19
<b>Total staff numbers</b>	<b>828</b>	<b>852</b>	<b>864</b>	<b>871</b>	<b>880</b>	<b>888</b>	<b>897</b>	<b>905</b>	<b>914</b>	<b>923</b>	<b>931</b>

### Operating grants

Operating grant funding types and source	Budget \$,000	Forecast \$,000	Budget \$,000	Variance \$,000
	2016/17	2016/17	2017/18	
<b>Recurrent - Commonwealth Government</b>				
Victoria Grants Commission	2,548	3,856	1,291	(2,565)
Immunisation	19	19	19	0
Recreation	24	0	0	0
Community health	0	287	292	5
General home care	0	2,276	2,731	455
<b>Recurrent - State Government</b>				
Community health	572	286	304	18
Family and children	654	654	716	62
General home care	3,702	1,545	1,095	(449)
Libraries	612	682	683	1
Maternal and child health	659	744	755	11
Recreation	534	520	526	6
School crossing supervisors	94	94	91	(3)
Street and beach cleaning	285	285	291	6
Sustainability	10	10	0	(10)
<b>Total recurrent grants</b>	<b>9,713</b>	<b>11,257</b>	<b>8,793</b>	<b>(2,464)</b>
<b>Non-recurrent - Commonwealth Government</b>				
Family and children	9	0	9	9
Recreation	33	33	34	1
<b>Non-recurrent - State Government</b>				
Family and children	5	84	35	(49)
Recreation	0	50	50	0
Transport	0	0	500	500
Sustainability	0	49	0	(49)
<b>Total non-recurrent grants</b>	<b>47</b>	<b>216</b>	<b>628</b>	<b>412</b>
<b>Total operating grants</b>	<b>9,760</b>	<b>11,473</b>	<b>9,421</b>	<b>(2,052)</b>

### Capital grants

Capital grant funding types and source	Budget \$,000	Forecast \$,000	Budget \$,000	Variance \$,000
	2016/17	2016/17	2017/18	
<b>Recurrent - Commonwealth Government</b>				
Roads	0	449	389	(60)
<b>Total recurrent grants</b>	<b>0</b>	<b>449</b>	<b>389</b>	<b>(60)</b>
<b>Recurrent - Commonwealth Government</b>				
Roads	0	0	906	906
<b>Non-recurrent - State Government</b>				
Buildings	645	1,645	600	(1,045)
Footpaths and cycleways	66	66	200	134
Parks, open space and streetscape	0	0	2,170	2,170
Plant and equipment	0	246	0	(246)
Roads	165	128	195	67
<b>Total non-recurrent grants</b>	<b>876</b>	<b>2,085</b>	<b>4,071</b>	<b>1,986</b>
<b>Total capital grants</b>	<b>876</b>	<b>2,534</b>	<b>4,460</b>	<b>1,926</b>

### Statement of borrowings

	Forecast \$,000	Budget \$,000
	2016/17	2017/18
Total amount to be borrowed as at 30 June of the prior year	9,073	9,030
Total amount to be borrowed	457	657
Total amount projected to be redeemed	(500)	(700)
<b>Total amount proposed to be borrowed as at 30 June</b>	<b>9,030</b>	<b>8,987</b>

## MEASURING PERFORMANCE

Our directions in this Council Plan outline outcome and service measures to monitor progress. Under the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014 there are prescribed indicators for local government in Victoria. The prescribed service performance indicators are reflected in **Section 2: Our future focus**. Additionally there are prescribed sustainable capacity and financial performance indicators. These measures provide insight into the effectiveness of our financial management and our capacity to meet the needs of our community in the future.

### Sustainable capacity indicators

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

Indicator / measure	Result	Result	Budget	Projection
	2014/15	2015/16	2017/18	2020/21
<b>Population</b>				
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,701.51	\$1,737.12	\$1,862.25	\$1,742.52
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$5,516.95	\$5,528.54	\$5,553.30	\$5,589.35
Population density per length of road [Municipal population / Kilometres of local roads]	364.05	396.77	420.69	449.58
<b>Own-source revenue</b>				
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,573.38	\$1,668.41	\$1,683.43	\$1,758.11
<b>Recurrent grants</b>				
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$111.46	\$85.52	\$82.94	\$89.86
<b>Disadvantage</b>				
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	10.00	10.00	10.00	10.00

#### Definitions

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

## Measuring performance

### Service performance indicators

All service performance measures and indicators are included under Section 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	Forecast	Budget	Projections									Trend
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
<b>Operating position</b>												
Adjusted underlying result												
Adjusted underlying surplus (deficit) / Adjusted underlying revenue	0.8 %	(9.3 %)	3.5 %	3.7 %	4.5 %	4.0 %	3.7 %	3.0 %	2.4 %	1.7 %	1.4 %	↓
<b>Liquidity</b>												
Working capital												
Current assets / current liabilities	227.4 %	201.9 %	213.1 %	216.6 %	193.6 %	235.3 %	240.4 %	242.2 %	240.5 %	234.0 %	224.5 %	↑
Unrestricted cash												
Unrestricted cash / current liabilities	124.1 %	94.6 %	104.4 %	108.7 %	103.3 %	130.3 %	137.7 %	141.8 %	142.3 %	138.0 %	130.7 %	↑
<b>Obligations</b>												
Loans and borrowings												
Interest bearing loans and borrowings / rate revenue	7.7 %	7.4 %	7.1 %	6.8 %	6.5 %	6.3 %	6.0 %	5.8 %	5.5 %	5.3 %	5.1 %	↑
Loans and borrowings												
Interest and principal repayments / rate revenue	0.8 %	1.0 %	0.9 %	0.9 %	0.9 %	6.2 %	0.9 %	0.8 %	0.8 %	0.8 %	0.8 %	↑
Indebtedness												
Non-current liabilities / own source revenue	6.0 %	5.8 %	5.6 %	5.5 %	1.8 %	5.2 %	5.1 %	5.0 %	4.9 %	4.8 %	4.7 %	↑
Asset renewal												
Asset renewal expenditure / depreciation	93.1 %	83.7 %	89.8 %	87.2 %	84.0 %	86.0 %	84.1 %	82.8 %	82.6 %	82.6 %	83.0 %	→

#### 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

## Measuring performance

Indicator / measure	Forecast	Budget	Projections									Trend
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
<b>Stability</b>												
<b>Rates concentration</b>												
Rate revenue / adjusted underlying revenue	59.3 %	60.2 %	59.9 %	60.3 %	60.3 %	60.9 %	61.1 %	61.6 %	61.8 %	62.3 %	62.6 %	⬇️
<b>Rates effort</b>												
Rate revenue / property values (CIV)	0.19 %	0.19 %	0.19 %	0.19 %	0.19 %	0.19 %	0.19 %	0.19 %	0.19 %	0.19 %	0.19 %	➡️
<b>Efficiency</b>												
<b>Expenditure level</b>												
Total expenditure / no. of assessments	\$2,757	\$2,952	\$2,742	\$2,788	\$2,840	\$2,901	\$2,969	\$3,045	\$3,122	\$3,194	\$3,261	⬇️
<b>Expenditure level</b>												
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 %	➡️
<b>Revenue level</b>												
Residential rate revenue / no. of residential assessments	\$1,484	\$1,513	\$1,547	\$1,584	\$1,625	\$1,664	\$1,703	\$1,741	\$1,780	\$1,819	\$1,858	⬆️
<b>Workforce turnover</b>												
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:

- Adjusted underlying result** - An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Deterioration in financial performance is expected over the period primarily impacted by the projected 3.8% per annum increase in depreciation expense as a result of Council's commitment to invest in capital assets for service delivery.
- Working Capital** - The proportion of current liabilities represented by current assets. Working capital is forecast to remain steady or slightly improve at an acceptable level over the period.
- 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.
- 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.
- Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue to all other sources.

## LINKING OUR INITIATIVES TO STRATEGIES AND PLANS

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

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

The table below shows the significant strategies, policies, plans and guidelines, the specific projects and initiatives that are linked to those documents, and the amount funded in this Council Plan. The figures show projects identified to take place between 2017/18 and 2020/21 and support for other agencies through grants or funding deeds. The allocation of resources is often guided by multiple Council Plan objectives and/or strategies. The resources identified below are cash allocations (that is, both capital and operating, project and recurrent investments) and may be funded from multiple sources, including external sources such as grants.

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

Consistent with legislative obligations and best practice, we review our Council Plan priorities and resource allocation annually. Estimates for 2018/19 and beyond represent current planning assumptions and should be considered provisional. These investments will be subject to evaluation and prioritisation in the relevant budget year.

## Linking our initiatives to strategies and plans

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Childcare Policy 2006</b>	Ensures Council's commitment to funding childcare with short and long term strategies to retain and increase childcare places and financial support for low to middle income families. Funding is for subsidies to third parties to provide childcare services.	2017/18	\$1,718,794
		2018/19	\$1,655,422
		2019/20	\$1,688,531
		2020/21	\$1,722,301
<b>Disability Policy</b>	Describes Council's commitment to people living with 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 Ageing and accessibility service. Funding for asset upgrades to meet Disability Discrimination Act requirements also contribute to meeting the objectives of this policy.		
<b>Family, Youth and Children Collaborative Practice Framework</b>	Outlines how collaborative practices will be supported, enhanced and embedded into service culture and delivery to achieve the desired goals. Funding is for a third party to provide family, youth and children services	2017/18	\$102,318
		2018/19	\$104,364
		2019/20	\$106,452
		2020/21	\$108,581
<b>Family Youth and Children Strategy 2014-2019</b>	Guides development and implementation of policies and plans and drives service delivery and planning for children, middle years, youth and families. Funding is for our contribution to the community facilities and netball courts at Ferrars Street, building upgrade works at children centres, and service reviews.	2017/18	\$4,821,000
		2018/19	\$1,150,000
		2019/20	\$1,350,000
		2020/21	\$1,350,000
<b>Friends of Suai Strategic Plan 2010-2020</b>	Strengthens capability and involvement in the Covalima community, practices good governance and management in our Friendship, and builds community awareness and our knowledge of Friendship between our Communities. Funding is for our contribution to Friends of Suai.	2017/18	\$48,000
		2018/19	\$48,000
		2019/20	\$48,000
		2020/21	\$48,000
<b>Homelessness Action Strategy 2015-2020</b>	Seeks to reduce the risks associated with homelessness through the development of agreed actions, continuing council's role as a leader, advocate, planner, facilitator and service provider. This strategy is delivered primarily through the budget and activity of the Affordable housing and homelessness and Community programs and facilities services. Funding for asset upgrades to meet Disability Discrimination Act requirements also contribute to meeting the objectives of this policy.		
<b>In Our Backyard - Growing Affordable Housing in Port Phillip 2015-2025</b>	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. Funding is for an annual cash contribution to an affordable housing reserve to support new projects and an expression of interest for making Council land in Marlborough St ready for release to the community housing development market.	2017/18	\$630,000
		2018/19	\$550,000
		2019/20	\$540,000
		2020/21	\$540,000

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Middle Years Commitment and Action Plan 2014-2019</b>	Provides a framework for Council, the community and our key partners to enable middle years young people to be happy, healthy and have their voices heard. Funding is for upgrading council-owned Adventure Playgrounds.	2017/18	\$0
		2018/19	\$0
		2019/20	\$0
		2020/21	\$700,000
<b>Protocol for Assisting People Who Sleep Rough 2012</b>	Helps ensure that people experiencing primary homelessness are treated appropriately and are offered relevant support services. This protocol is delivered primarily through the budget and activity of the Affordable housing and homelessness service.		
<b>Reconciliation Action Plan 2017 (under development)</b>	Explores employment opportunities, builds awareness and understanding and enhances cultural and economic development for local Aborigines and Torres Strait Islanders. This plan is delivered primarily through the budget and activity of the Community programs and facilities service.		
<b>Social Justice Charter 2011</b>	The Charter sets a goal for the community to work together in pursuit of the common good, while protecting and promoting the rights of all members of the community. Funding is for establishing the Pride Centre in St Kilda and 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.	2017/18	\$855,326
		2018/19	\$852,033
		2019/20	\$869,073
		2020/21	\$886,455
<b>Sport and Recreation Strategy 2015-2024</b>	Supports the planning and provision of recreation and sport facilities and services to the local community. Funding is for redeveloping the South Melbourne Life Saving Club, upgrading Peanut Farm and JL Murphy pavilions, renewing and upgrading sports playing fields and lighting.	2017/18	\$3,330,000
		2018/19	\$7,327,000
		2019/20	\$5,080,000
		2020/21	\$2,120,000
<b>Youth Commitment and Action Plan 2014-2019</b>	Outlines how Council will bring our vision to fruition and meet our commitments. Funding is for funding deeds to third parties to provide youth services.	2017/18	\$234,900
		2018/19	\$239,598
		2019/20	\$244,390
		2020/21	\$249,278
<b>Other initiatives not specifically aligned to a strategy</b>	Funding is for upgrading the South Melbourne and Liardet Street, Port Melbourne community centres and reviewing Council's role in aged care and disability support services.	2017/18	\$1,333,880
		2018/19	\$130,000
		2019/20	\$120,000
		2020/21	\$370,000

## Linking our initiatives to strategies and plans

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Access Plan 2013-2018</b>	Represents a 'whole of organisation' approach to addressing access and inclusion. It reflects the need for all areas of Council to work together in a coordinated manner to improve access for all. Funding is for the Beacon Cove pedestrian safety balustrade and public space accessibility improvements.	2017/18	\$350,000
		2018/19	\$350,000
		2019/20	\$350,000
		2020/21	\$350,000
<b>Bike Plan: Pedal Power 2011-2020 and Walk Plan 2011-2020</b>	These plans are about making Port Phillip better for bike riding and walking by carefully planning our infrastructure so riding and walking is convenient, safe, efficient and enjoyable. Funding is for implementing the Walk and Bike plans.	2017/18	\$1,040,000
		2018/19	\$1,000,000
		2019/20	\$1,000,000
		2020/21	\$1,000,000
<b>Car Share Policy 2016-2021</b>	Defines the benefits of car share to members, the local community and Council and encourages the expansion of car share across the municipality. This policy is delivered primarily through the budget and activity of the Transport and parking management service.		
<b>Parking Permit Policy 2001</b>	Provides guidelines for residents, visitors, members of community service organisations, disabled residents, trade persons and businesses for eligibility of parking permits. This policy is delivered primarily through the budget and activity of the Transport and parking management service.		
<b>Public Transport Advocacy Statement 2009</b>	Provides guidance on those matters that Council will advocate regarding bus, tram and train travel. This commitment is delivered primarily through the budget and activity of the Transport and parking management service.		
<b>Road Management Plan</b>	Outlines our road management responsibilities, lists the road assets and details the standards of service, maintenance and construction for roads within the City. Funding is for renewing roads and kerbs, footpaths and laneways.	2017/18	\$5,355,000
		2018/19	\$5,800,000
		2019/20	\$5,850,000
		2020/21	\$5,850,000
<b>Safer Streets 2013-2020: The Road User Safety Strategy</b>	Sets out the goals for eliminating fatalities and reducing the risk of injury on our roads so that people of all ages and abilities can travel on our road network safely and that vulnerable road users have confidence to travel freely in the City. Funding is for implementing blackspot safety improvements at high collision locations, deliver the Beach Street separated queuing lane to reduce traffic delays associated with cruise ship arrivals, and plan for and deliver Kerferd Road safety improvements to enhance walking and bike riding.	2017/18	\$2,157,166
		2018/19	\$4,255,000
		2019/20	\$1,400,000
		2020/21	\$400,000

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Sustainable Transport Strategy: A Connected and Liveable City</b>	Supports our vision for a connected and liveable city where residents, visitors and workers can live and travel car free by improving the convenience, safety, accessibility and range of sustainable travel choices across the municipality. Funding is to maximise community benefit from Melbourne Metro public transport and precinct works including the Park Street tram link and all associated tram stop upgrades implement and Implement clever parking initiatives that help manage parking supply and turnover, and improve customer experience.	2017/18	\$1,460,000
		2018/19	\$800,000
		2019/20	\$600,000
		2020/21	\$600,000
<b>Other initiatives not specifically aligned to a strategy</b>	Funding is for development of the Integrated Transport Strategy	2017/18	\$150,000
		2018/19	\$0
		2019/20	\$0
		2020/21	\$0

## Linking our initiatives to strategies and plans

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Climate Adaptation Plan 2010</b>	Targets Council operations and policy in the areas of built form, public space, coastal management and protection, drainage and flooding management, managing heat stress and heat island effects, and supporting local emergency management. It is a key plan to guide change in some vital Council operational areas, in order to progressively develop a more climate adept city. Funding is a contribution to the EcoCentre redevelopment (subject to third party funding), and develop and implement a Sustainable City Community Action Plan.	2017/18	\$682,000
		2018/19	\$383,000
		2019/20	\$2,730,000
		2020/21	\$930,000
<b>Foreshore and Hinterland Vegetation Management Plan 2015</b>	Provides guidance for the future use, development and management of the Port Phillip foreshore. Funding is for ongoing investment in upgrading the foreshore including vegetation projects.	2017/18	\$100,000
		2018/19	\$150,000
		2019/20	\$150,000
		2020/21	\$150,000
<b>Graffiti Management Plan 2013-2018</b>	Provides direction for the removal and management of graffiti across the city, implementation community focussed programs that contribute to minimising graffiti, and provision of opportunities for people to participate in more legitimate forms of public art. This plan is delivered through the budget and activity of the Amenity service.		
<b>Greenhouse Plan 2011</b>	Assists Council to address emissions reduction actions in greenhouse gas emissions, urban design and development, transport, zero waste, purchasing and procurement, and climate change. Funding is for developing a baseline of municipal greenhouse gas emission and investing in energy efficiency measures (for example, solar implementation) in Council buildings.	2017/18	\$893,000
		2018/19	\$1,147,000
		2019/20	\$500,000
		2020/21	\$500,000
<b>Greening Port Phillip, An Urban Forest Approach 2010</b>	Supports a healthy and diverse urban forest that uses innovative greening solutions to enhance the community's daily experience, ensuring environmental, economic, cultural and social sustainability for future generations. Funding is for street tree and park tree improvement programs.	2017/18	\$540,000
		2018/19	\$540,000
		2019/20	\$540,000
		2020/21	\$540,000
<b>Open Space Water Management Plan</b>	Reflects the principles of the Water Plan 2010 and creates an implementation framework from which actions can be developed and prioritised. Funding is for implementing irrigation upgrades to key sports fields and parks to optimise water use.	2017/18	\$250,000
		2018/19	\$350,000
		2019/20	\$350,000
		2020/21	\$350,000
<b>Public Toilet Plan 2013-2023</b>	Supports clean, safe, accessible public toilets to all local residents and visitors to the municipality. Funding is for improving safety and amenity of public toilets. Funding for the upgrade of the South Melbourne Life Saving Club in 2018/19 includes the toilet facilities and is located under the Sport and Recreation Strategy.	2017/18	\$565,000
		2018/19	\$0
		2019/20	\$450,000
		2020/21	\$450,000

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Storm Water Management Plan</b>	Provides direction for the environmental management of stormwater and presents an integrated approach to stormwater management, which maintains the traditional function of preventing adverse flooding, but also places emphasis on improving water quality and environmental amenity of stormwater systems. Funding is for developing a Stormwater Asset Management Plan, a Stormwater Management Policy, guidelines to require on-site stormwater detention for new developments and continuing to invest in drainage.	2017/18	\$1,300,000
		2018/19	\$1,300,000
		2019/20	\$1,300,000
		2020/21	\$1,300,000
<b>Sustainable Design Strategy 2013</b>	Sets out how Council will achieve sustainable design outcomes through the planning scheme and incorporates best practice sustainability design standards for Council buildings, provides an assessment framework that directly supports the proposed Amendment C97 Environmentally Efficient Design (EED) Local Planning Policy. This strategy is delivered primarily through the budgets and activity of the City planning and urban design and Sustainability services.		
<b>Sustainable Public Lighting Strategy for Streets and Open Space 2011-2016</b>	Provides the framework for achieving our zero net Council emissions by 2020 goal by providing direction for improvement where it is needed. Funding is for renewal, upgrade and expansion of public space lighting.	2017/18	\$550,000
		2018/19	\$750,000
		2019/20	\$750,000
		2020/21	\$750,000
<b>Towards Zero - Sustainable Environment 2007</b>	Provides the community with a clear statement of the key sustainability challenges faced by the City and the policy and strategy directions that needed to be pursued over the next 5-10 years. In addition, it sets targets for the community and Council, and the framework for measuring progress against our sustainability challenges. Funding is for commencing a review of sustainability strategy beyond 2020 and contributions to the Port Phillip EcoCentre including education programs.	2017/18	\$350,000
		2018/19	\$203,040
		2019/20	\$206,138
		2020/21	\$209,294
<b>Water Plan 2010</b>	Identifies different water sources that can be used to make the city more liveable. Funding is for working with third parties on the viability of stormwater harvesting at Albert Park Lake and Alma Park.	2017/18	\$150,000
		2018/19	\$1,850,000
		2019/20	\$2,300,000
		2020/21	\$1,100,000
<b>Water Sensitive Urban Design Guidelines</b>	Provides a range of measures that are designed to avoid, or at least minimise, the environmental impacts of urbanisation in terms of the demand for water and the potential pollution threat to natural water bodies. Funding is for planning and delivering water sensitive urban design interventions to reduce contaminants in water entering Port Phillip Bay.	2017/18	\$300,000
		2018/19	\$300,000
		2019/20	\$600,000
		2020/21	\$600,000
<b>Other initiatives not specifically aligned to a strategy</b>	Funding is for developing and implementing a new municipal Waste Management and Resource Recovery Plan, and investment in waste management and street cleaning infrastructure, including litter bins and other equipment.	2017/18	\$1,232,000
		2018/19	\$972,000
		2019/20	\$463,000
		2020/21	\$380,000



## Linking our initiatives to strategies and plans

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Activating Laneways Strategy</b>	Identifies a selection of lanes within and/or close to key areas such as Activity Centres, regionally significant open spaces and public transport networks, and provides a framework to promote future activity within them. Funding is for the Laneway Upgrade Program.	2017/18	\$0
		2018/19	\$310,000
		2019/20	\$310,000
		2020/21	\$310,000
<b>City of Port Phillip Housing Strategy 2007-2017</b>	Sets out a broad vision for housing and residential development in Port Phillip and makes recommendations regarding the future management of housing and residential development in the City. This strategy is delivered primarily through the budgets and activity of the City planning and urban design and Affordable housing and homelessness services.		
<b>City of Port Phillip Activity Centre Strategy 2006</b>	Provide a holistic understanding of the complex role and function of activity centres and the contribution that they can make to creating sustainable local communities and is in response to Melbourne 2030: Planning for Sustainable Growth This strategy is delivered primarily through the budget and activity of the City planning and urban design service.		
<b>Domestic Animal Management Plan 2012-2016</b>	Aims to provide harmonious and responsible pet ownership across the City of Port Phillip focusing on the registration of pets, effective control of dogs within public areas, pet residential management, pet microchipping and de-sexing and the encouragement of owners to pick up dog poo. This plan is delivered primarily through the budget and activity of the Local laws and animal management service.		
<b>Fishermans Bend Planning &amp; Economic Development Strategy</b>	Guides the continued transition of Fishermans Bend from a traditional industrial area into a diverse, inner city business and employment precinct. Funding is for the Ferrars Street Education and Community Precinct Montague Park and streetscape upgrade projects.	2017/18	\$5,513,000
		2018/19	\$1,130,000
		2019/20	\$0
		2020/21	\$6,000,000
<b>Foreshore Management Plan 2012</b>	Guides how to protect, maintain and manage the City's coastline. It provides strategic directions to address unsustainable impacts on the Port Phillip coast and community. Funding is for renewing foreshore and maritime assets.	2017/18	\$1,135,000
		2018/19	\$650,000
		2019/20	\$1,500,000
		2020/21	\$1,500,000
<b>Inner Melbourne Action Plan</b>	Sets out 11 regional strategies and 57 actions to make the Inner Melbourne Region more liveable. Funding is for our contribution to the Inner Melbourne Action Plan.	2017/18	\$95,000
		2018/19	\$95,000
		2019/20	\$95,000
		2020/21	\$95,000
<b>Management plans for: Catani Gardens and Southern Foreshore, Elwood Foreshore and Recreation reserves, JL Murphy Reserve, and Marina Reserve</b>	Funding is for Carlo Catani wall structural rectification and the Elwood public space wall replacement.	2017/18	\$977,000
		2018/19	\$0
		2019/20	\$0
		2020/21	\$0

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Masterplans for: Albert Park College Precinct, Balaclava Station, Emerald Hill Precinct, St Kilda Triangle</b>	Funding is for working with Public Transport Victoria on upgrading the Balaclava Station interchange on Carlisle Street.	2017/18	\$50,000
		2018/19	\$0
		2019/20	\$0
		2020/21	\$0
<b>Memorials and Monuments Policy</b>	Guides management of existing memorials and decision-making for new memorials. Funding is for the memorials and monuments renewal program and heritage plaques.	2017/18	\$70,000
		2018/19	\$70,000
		2019/20	\$70,000
		2020/21	\$70,000
<b>Municipal Emergency Management Plan</b>	Outlines how the Port Phillip City Council will implement measures to prevent (or reduce) the causes (or effects) of emergencies, manage the use of municipal resources in response to emergencies, manage support (that may be provided) to or from adjoining municipalities, assist the affected community to recover following an emergency and complement other local, regional and state planning arrangements. Funding is for our contribution to State Emergency Services.	2017/18	\$32,000
		2018/19	\$32,640
		2019/20	\$33,293
		2020/21	\$33,959
<b>Open Space Strategy and Implementation Plan Framework 2009</b>	Guides delivery of a city where public open spaces define the City's character and respond to its people's need for places to rest, recreate and be inspired. Funding is to renew park and street furniture and signage.	2017/18	\$710,000
		2018/19	\$710,000
		2019/20	\$710,000
		2020/21	\$1,265,000
<b>Playspace Strategy 2011</b>	Sets the vision, policy context and framework for future development of play spaces and prioritises play spaces for upgrade and renewal. Funding is to renew and upgrade parks and playgrounds, including the playspace at JL Murphy and Graham Street Skate Park.	2017/18	\$990,000
		2018/19	\$1,045,000
		2019/20	\$1,775,000
		2020/21	\$990,000
<b>Port Melbourne Waterfront Activation Plan</b>	Defines short term actions and identifies longer term strategies and is guide for the delivery of them by Council, business and the community to activate the Port Melbourne Waterfront. This plan is delivered primarily through the budget and activity of the City planning and urban design service.		
<b>Port Phillip Heritage Review 2000 (Version 18)</b>	Includes completion of additional assessments of places and areas of heritage significance since the gazetting of the original review in 2000. Funding is developing and implementing the Heritage Program.	2017/18	\$50,000
		2018/19	\$50,000
		2019/20	\$50,000
		2020/21	\$50,000

## Linking our initiatives to strategies and plans

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Port Phillip Local Law No.1 (Community Amenity) 2013</b>	Manages the uses and activities on roads and Council land, and manages, regulates and controls certain uses and activities. The local law is delivered primarily through the budgets and activity of the Health services and Local laws and animal management services.		
<b>Port Phillip Planning Scheme</b>	Provides a clear and consistent framework within which decisions about the use and development of land can be made. Expresses state, regional, local and community expectations for areas and land uses. Provides for the implementation of State, regional and local policies affecting land use and development. Funding is for reviewing and updating the Port Phillip Planning Scheme, including the Municipal Strategic Statement, to ensure an effective framework of local policy and controls to manage growth and implementing planning scheme amendments that strengthen design and development controls in areas undergoing significant change.	2017/18	\$290,000
		2018/19	\$250,000
		2019/20	\$250,000
		2020/21	\$250,000
<b>Precinct structure plans and urban design frameworks for: activity centres (Bay Street, Carlisle Street, South Melbourne Central and Ormond Road Elwood) and growth precincts (Montague Precinct, St Kilda Road South, St Kilda Road North, St Kilda Foreshore and Port Melbourne Waterfront)</b>	Funding is for precinct management to ensure coordination of development, projects and advocacy, including for Domain and Port Melbourne Waterfront and design works to support upgraded tram stops in Fitzroy Street and Carlisle Street.	2017/18	\$816,000
		2018/19	\$330,000
		2019/20	\$121,500
		2020/21	\$0
<b>Soil Contamination Management Policy</b>	Outlines our approach to assessing and managing potentially contaminated land that we own or manage. Funding is for working with the Victorian Government to effectively manage soil contamination on open space sites, including at Gasworks Arts Park.	2017/18	\$505,000
		2018/19	\$915,000
		2019/20	\$3,380,000
		2020/21	\$1,380,000
<b>St Kilda Botanical Gardens Future Directions Plan</b>	Examines botanic function and cultural heritage of the Gardens and provides a number of improvement recommendations. This plan is delivered primarily through the budget and activity of the Public space service.		
<b>Other initiatives not specifically assigned to a strategy</b>	Funding is for developing a Public Spaces strategy, a Statutory Planning service review and Design and Development Awards.	2017/18	\$170,000
		2018/19	\$70,000
		2019/20	\$40,000
		2020/21	\$20,000

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Aboriginal and Torres Islander Arts Strategy 2014-2017</b>	Ensures resources are available for the annual Aboriginal and Torres Strait Islander arts calendar. Funding is for the Yalukit Willum Ngargee festival and Indigenous Arts program.	2017/18	\$106,230
		2018/19	\$108,886
		2019/20	\$111,608
		2020/21	\$114,398
<b>Arts and Culture Policy 2011</b>	Articulates our commitment to supporting a culturally vibrant city and outlines principles and objectives for arts and cultural services, programs and facilities. Funding supports the management and operation of Gasworks and Linden Gallery and other arts organisations including 2017/18 funding only for Red Stitch, Theatre Works and the Emerald Hill Cultural Precinct program, the Cultural Development Fund, and replacing the Gasworks Theatre seats.	2017/18	\$2,764,403
		2018/19	\$1,365,128
		2019/20	\$1,048,555
		2020/21	\$1,062,184
<b>Community Grants Subsidies and Donations Policy</b>	Sets direction for transparent and effective administration of community grants programs, subsidy schemes and donations. Funding is for supporting community facilities, community projects and village impact grants.	2017/18	\$442,675
		2018/19	\$442,675
		2019/20	\$442,675
		2020/21	\$442,675
<b>Events Strategy 2015-2017</b>	Plans, attracts and directs events to ensure our city is welcoming, healthy, safe and vibrant for all. Funding is for the St Kilda Film Festival, grants for Local Festivals, contributions to Pride March, Live N Local and other events.	2017/18	\$756,496
		2018/19	\$585,499
		2019/20	\$596,136
		2020/21	\$607,031
<b>Outdoor Events Policy 2010</b>	Provides a framework through which the City of Port Phillip manages externally produced events in public space. It includes assessment and approval of direct applications, and the principles of attracting events to the municipality. This policy is delivered primarily through the budget and activity of the Public space service.		
<b>Port Phillip City Collection Policy 2017</b>	Articulates the context and principles for the Port Phillip City Collection. It is the guiding document for collection management and key decision-making relating to the Collection, outlining the requirements around collection development through acquisition, documentation, conservation and access. Funding is for the arts acquisition program.	2017/18	\$30,000
		2018/19	\$30,000
		2019/20	\$30,000
		2020/21	\$30,000
<b>South Melbourne Market Strategic Plan 2015-2020</b>	Five-year strategic planning for managing the South Melbourne Market to achieve its goals over the next five years. Funding is for renewal and building compliance works, fit-out of stalls and to develop a strategic business case.	2017/18	\$1,120,000
		2018/19	\$825,000
		2019/20	\$825,000
		2020/21	\$825,000

## Linking our initiatives to strategies and plans

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>St Kilda Esplanade Market Strategic Plan 2016-2020</b>	Reinforces the Market's identity as a makers' market, and sets out three key priorities: to continue to make the Market a 'market of choice' for stallholders and visitors; to ensure a positive market experience through improving amenities and infrastructure over time; and to increase visitor numbers and Market profile through marketing and communications. This plan is delivered primarily through the budget and activity of the Markets service.		
<b>St Kilda Festival Strategy and Multi-Year Operational Plan 2016-2018</b>	A three year action plan to reinforce the Festival as Australia's largest free music festival, a unique and iconic Melbourne event showcasing Australian bands, Funding is for the St Kilda Festival.	2017/18	\$1,449,823
		2018/19	\$1,485,942
		2019/20	\$1,523,091
		2020/21	\$1,561,168
<b>Other initiatives not specifically assigned to a strategy</b>	Funding is for developing a Creative and Prosperous City Strategy, library purchases, and precinct management for Balaclava and Fitzroy Street.	2017/18	\$1,370,000
		2018/19	\$1,423,000
		2019/20	\$1,329,000
		2020/21	\$1,135,000

### Strategic Direction 6: Our commitment to you

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Asset Management Plans (under review) and Asset Management Policy and Strategy (under development)</b>	Council's asset management is complex and impacts on nearly all areas of Council responsibilities. Renewals are capital works that are required to ensure that Council intervenes in an optimal manner to protect and renew infrastructure assets. This supports on-going service and financial sustainability. Funding is 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 works building safety works on community assets, works on South Melbourne Town Hall lifts, development of a staff accommodation plan and development of a business technology strategic plan and asset management strategy.	2017/18	\$10,112,000
		2018/19	\$10,734,500
		2019/20	\$10,791,500
		2020/21	\$12,818,000
<b>City of Port Phillip Security Camera Footage Policy 2012</b>	Sets policy and processes for the retention, release and return of City of Port Phillip security footage. This policy is delivered primarily through the budget and activity of the Governance and engagement service.		
<b>Civic Recognition and Support Strategy</b>	This strategy is delivered primarily through the budget and activity of the Governance and engagement service.		
<b>Councillor Code of Conduct (including Councillor Support and Expense Reimbursement Policy 2016)</b>	Develops behavioural principles for elected representatives around conducting Council business. This policy is delivered primarily through the budget and activity of the Governance and engagement service.		
<b>Leasing and Licencing Policy (under development)</b>	This policy is delivered primarily through the budget and activity of the Asset management service.		
<b>Other initiatives not specifically assigned to a strategy</b>	Funding is for community engagement to support the annual review of the Council Plan and continuous improvement initiatives.	2017/18	\$763,000
		2018/19	\$350,000
		2019/20	\$350,000
		2020/21	\$595,000

## RATES AND CHARGES

This section presents information which the Act and the Regulations require to be disclosed in the Council's annual budget.

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

### Rating context

In developing the Strategic Resource Plan, rates and charges are identified as the main source of revenue, accounting for over 56 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 State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2017/18 the FGRS cap has been set at 2.0 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of 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 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 Council service delivery has been reflected in Council's decision making. Council has recently launched a number of initiatives to ensure that its services are delivered in the most efficient and effective manner possible. These initiatives include a successful drive for efficiency savings, resulting in permanent operational savings of \$7 million (to date) with a further \$2.0 million expected in 2017/18. These initiatives have been supported by improved capability in Council planning, process improvement and project management.

In order to achieve Council's objectives while maintaining services levels and a strong capital expenditure program, the average general rate will increase by 2.0 per cent in line with the rate cap. This will raise total rates and charges for 2017/18 of \$120.77 million, including supplementary rates of \$935,880.

### Current year rates and charges

Council had already endorsed the 10-Year Financial Outlook at its meeting on 13 December 2016 and agreed not to apply to the independent economic regulator for a variation to the rates cap in 2017/18. In endorsing the 10-Year Financial Outlook, Council noted the approach to meeting the significant challenge of rates capping. More specifically identifying:

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

These measures have enabled Council to maintain service levels and a strong capital expenditure program, and limit the rate increase to 2.0 per cent in 2017/18 in line with the rate 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 2017.

	2016/17	2017/18	2018/19	2019/20	2020/21
<b>Proposed rates increases</b>					
General rate increase	2.50 %	2.00 %	2.20 %	2.39 %	2.62 %
Total rates raised (\$,000)	117,201	120,769	125,205	130,038	135,350

## Rates and charges

### Rating structure

Council has established a rating structure which 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 which have a relatively large commercial property base (ie. 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. Council's 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' which meet the test of being rateable land under the Act. There are 27 recreational properties in Port Phillip that are rated under the Cultural and Recreational Lands Act and rate concessions ranging from 25 per cent to 85 per cent are provided.

### 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 between the following land categories farm land, urban farm land and residential properties which does not apply to Port Phillip which is an inner metropolitan council. The other option available under this provision is a differential between different wards which is also not appropriate.

### 2017/18 rates

This table summarises the rates to be determined for the 2017/18 year. A more detailed analysis of the rates to be raised is contained in "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	2016/17	2017/18	Change
General rates	Cents/\$ NAV	4	4	0
Municipal change	\$/ property	Nil	Nil	Nil
Annual garbage charge - non-rateable properties	\$/ property	260	260	Nil
240 Litre bin - annual service charge	\$/ property	120	120	Nil

## Rates and charges

### Declaration of rates and charges 2017/18

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

Type or class of land	2016/17 cents/\$NAV	2017/18 cents/\$NAV	Change
General rate for rateable properties	3,8517	3,9287	2.00 %

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	2016/17	2017/18	Change
Residential	91,990,829	94,720,216	2.97 %
Commercial	19,638,796	20,288,811	3.31 %
Industrial	5,087,730	4,924,783	(3.20 %)
<b>Total amount to be raised by general rates</b>	<b>116,717,355</b>	<b>119,933,810</b>	<b>2.76 %</b>

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

Type or class of land	2016/17	2017/18	Change
Residential	61,952	62,588	1.03 %
Commercial	6,851	6,900	0.72 %
Industrial	999	995	(0.40 %)
<b>Total number of assessments</b>	<b>69,802</b>	<b>70,483</b>	<b>0.98 %</b>

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

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

Type or class of land	2016/17	2017/18	Change
Residential	2,388,317,600	2,410,981,150	0.95 %
Commercial	509,873,450	516,425,550	1.29 %
Industrial	132,090,500	125,354,000	(5.10 %)
<b>Total value of land</b>	<b>3,030,281,550</b>	<b>3,052,760,700</b>	<b>0.74 %</b>

The municipal charge under section 159 of the Act compared with the previous financial year

Type of charge	Per Rateable Property 2016/17	Per Rateable Property 2017/18	Change
Municipal	0	0	0.00 %

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

Type of charge	2016/17	2017/18	Change
Municipal	0	0	0.00 %

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

Type of charge	Per Rateable Property 2016/17	Per Rateable Property 2017/18	Change
Annual garbage charge for non-rateable tenements	260	260	0.00 %
240 litre bin - annual service charge	120	120	0.00 %
80 litre bin - annual rebate	(30)	(30)	0.00 %

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	2016/17	2017/18	Change
Annual garbage charge for non-rateable tenements	22,880	22,880	0.00 %
240 litre bin - annual service charge	238,330	241,320	1.25 %
<b>Total service charge excluding rebates</b>	<b>261,210</b>	<b>264,200</b>	<b>1.14 %</b>
80 litre bin - annual rebate	(74,880)	(74,880)	0.00 %
<b>Total additional service charges (waste collection)</b>	<b>186,330</b>	<b>189,320</b>	<b>1.60 %</b>

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

Type of charge	2016/17	2017/18	Change
General rates	116,717,355	119,933,810	2.76 %
Municipal charge	0	0	0.00 %
Supplementary rates	591,000	935,900	58.36 %
Rate rebates and adjustments (including penalty interest)	(340,000)	(329,662)	(3.04 %)
Cultural and recreational charges - in lieu of rates	46,672	39,863	(14.59 %)
Additional service charges (waste collection)	186,330	189,320	1.60 %
<b>Total rates and charges</b>	<b>117,201,357</b>	<b>120,769,231</b>	<b>3.04 %</b>

# Rates and charges

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

There are no known significant changes which may 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 (2017/18: estimated \$935,900 and 2016/17: estimated \$700,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

## Fair Go Rates System Compliance

City of Port Phillip is fully compliant with the State Government’s Fair Go Rates System

Base Average Rates (2016/17)	\$1,668.25
Maximum Rate Increase (set by the State Government)	2.00 %
Capped Average Rates (2017/18)	\$1,701.62
Maximum General Rates and Municipal Charges Revenue	\$119,935,282
Budgeted General Rates and Municipal Charges Revenue	\$119,933,810

## FEES AND CHARGES

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

In most cases, our fees and charges for 2017/18 will increase by 2.5 per cent. There will be variances when minor rounding equates to a larger percentage. There is one exception where we believe a larger increase is fair and reasonable:

- an increase of 3.73 per cent to long day care fees (an increase from \$120.50 to \$125 per day) and a \$134.80 per day fee to apply to non-residents of City of Port Phillip who intend to use the facilities at the Ferrars Street Early Learning Centre (opens in 2018).
- The general increase in long day care fees maintains Council's contribution to the service at current levels and is in accordance with the rising costs of direct care in regulated services. Council's fees for long day care aligns midway with other service providers in the municipality and neighbouring councils.

Following a review of parking machine charges for the Fitzroy Street area and Waterfront Place, Council has agreed to reduce the hourly and maximum / all day charges to:

Fees from 1 July 2017 - 30 June 2019	1 April - 30 Sept. (fee incl. GST)	1 October - 31 March (fee incl. GST)
Station Pier and Waterfront Place - per hour	\$1.80	\$3.80
Station Pier and Waterfront Place - max. / per day	\$8.50	\$12.60
Fitzroy Street, Pattison Street and St Kilda West (excluding Beaconsfield Parade) - per hour	\$1.80	\$3.80
Fitzroy Street, Pattison Street and St Kilda West (excluding Beaconsfield Parade) - maximum / per day	\$8.50	\$12.60

Discounted kerbside trading permits will continue in 2017/18 for Acland and Fitzroy streets.

There will be some new fees in 2017/18 to help manage demand and prevent cross-subsidisation of services by ratepayers. This approach is consistent with community feedback, which supported increasing user charges for some services:

- varying fees based on a sliding scale for a "refundable noise bond" for Open Space and Recreation events
- event related parking on reserve fee of \$95.

This following section presents the fees and charges of a statutory and non-statutory nature which are proposed to be charged in respect to various goods and services during 2017/18.

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

### We embrace difference, and people belong

#### Ageing and accessibility

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Planned activity groups</b>		
Planned activity group - quarter day activities for older people and people with disabilities	\$5.35	\$5.60
Planned activity group - half day activities for older people and people with disabilities - this includes water leisure activities	\$9.30	\$9.60
Planned activity group - full day activities for older people and people with disabilities	\$14.65	\$15.00
Planned activity group - package	\$84.50	\$86.60
Shopping Group (July - December)	\$2.00	\$3.80
Shopping Group (January - June)	\$3.80	\$5.60
Cooking Group (July - December)	\$1.50	\$3.80
Cooking Group (January - June)	\$3.80	\$5.60
<b>Personal, respite and home care</b>		
Personal Care - Base	\$6.00	\$6.20
Personal Care - Medium	\$14.25	\$14.60
Personal Care - Max	\$38.85	\$39.80
Personal Care - Package	\$50.80	\$52.20
Respite Care - Base Fee	\$4.25	\$4.40
Respite Care - Medium Fee	\$7.25	\$7.40
Respite Care - Max Fee	\$35.80	\$36.60
Respite Care - Package	\$50.80	\$52.20
Home Care - Base Fee	\$7.85	\$8.00
Home Care - Med Fee	\$18.55	\$19.00
Home Care - Max Fee	\$34.35	\$35.20
Home Care - Package	\$50.80	\$52.20
Property Maintenance - Base Fee	\$11.50	\$11.80
Property Maintenance - Med Fee	\$18.10	\$18.60
Property Maintenance - Max Fee	\$48.25	\$49.40
Property Maintenance - Package	\$68.40	\$70.20



## Fees and charges

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Food services</b>		
Food Services	\$8.80	\$9.00
Food Services - Package	\$10.20	\$10.40
Food Services - Package - Meal only (itemised fees)	n/a	\$7.20
Centre-based meal - three courses	\$6.00	\$6.20
Centre-based meal - two courses	\$4.50	\$4.60

### Children

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Long day care</b>		
Long Day Care daily fee	\$120.50	\$125.00
Long Day Care daily fee - non-resident at Ferrars St Early Learning Centre	-	\$134.80

### Community programs and facilities

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Community connect - community facilities</b>		
Community groups Type 1 based within CoPP	\$12.20	\$12.50
Community groups Type 2 operate from outside CoPP	\$18.00	\$18.50
Semi Commercial Hirers	\$42.70	\$43.70
Private Hire	\$60.60	\$62.00
Public Liability Insurance	\$28.50	\$30.00
Security Deposit - Standard	\$100.00	\$100.00
Security Deposit - Specific	\$500.00	\$500.00
<b>Community transport bus hire</b>		
Cleaning charge on hire buses	\$52.50	\$53.80
<b>Cora Graves - hall hire</b>		
Semi-Commercial Use	\$42.70	\$43.70
Casual Hire	\$60.60	\$62.00
Community Groups	\$12.20	\$12.50

### Families and young people

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Hire fees for St Kilda Adventure Playground</b>		
Party Hire: Non-resident	\$200.00	\$200.00
Party Hire: Resident	\$125.00	\$135.00
Party Hire: Resident Concession	\$50.00	\$50.00
Party Hire: Program member	\$0.00	\$25.00
Party Hire: Non-resident Concession	\$110.00	\$110.00
Hire: Community groups based within CoPP	\$12.20	\$12.50
Hire: Community groups operate from outside CoPP	\$18.00	\$18.50
Hire: Semi Commercial Hirers	\$42.70	\$43.70

### Recreation

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Commercial Recreation Activities - New Licences and Permits (Statutory Fees)</b>		
Commercial Recreation Activity (beach and water activities) - Annual Licence Fee	\$281.00	\$297.00
Commercial Recreation Activity (beach based activities) - Annual Licence Fee	\$281.00	\$297.00
Commercial Recreation Activity (launch of craft only) - Annual Licence Fee	\$540.00	\$554.00
Commercial Recreational Activity - Kite boarding - Annual Licence Fee	\$1,900.00	\$1,948.00
Commercial Recreational Activity - Skydiving - Annual Licence Fee	\$165,000.00	\$169,000.00
Commercial Recreation Activity (all activities) - Participant Fee Adult	\$2.70	\$2.40
Commercial Recreation Activity (all activities) - Participant Fee Child	\$1.75	\$1.60
Personal Training (1 to 15 participants) - Annual Licence Fee	\$281.00	\$297.00
<b>Sports Ground and Facilities Bookings</b>		
Sports ground casual booking (community per day)	\$128.00	\$131.00
Sports ground casual booking (corporate per day)	\$185.00	\$190.00
Sports ground casual booking (high and private schools per term)	\$60.00	\$62.00
Pavilion hire casual (community and school groups)	\$95.00	\$97.00
Pavilion hire casual (corporate groups)	\$172.00	\$176.00
Pavilion Hire casual - Elwood Pavilion (corporate groups)	\$345.00	\$354.00
North Port Oval casual hire	\$475.00	\$487.00
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	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Infrastructure maintenance</b>		
Road Reinstatement - Refundable Deposit	\$1,000.00	\$1,000.00
<b>South Melbourne Market</b>		
<b>Parking - Market Days</b>		
Car Parking on market days is free for the first two hours, then 2-3 hours \$6; 3 - 4 hours \$12; 4-5 hours \$40, 5 hours+ \$65		
<b>Parking - Non Market Days</b>		
Car Parking on roof non Market Days (Monday, Tuesday, Thursday) \$9 all day		
	\$12.00	\$13.00
<b>Parking permits</b>		
<b>Resident parking permit</b>		
Concession Card holders * are entitled to obtain one residential permit free of charge and subsequent permits at half price.		
	\$77.00	\$79.00
<b>Combined parking permit (resident/foreshore)</b>		
Concession Card holders * are entitled to obtain one Combined permit free of charge and subsequent permits at half price.		
	\$113.00	\$116.00
Party parking permit (for two days and one night)	\$5.00	\$5.10
<b>Visitor parking permit (annual)</b>		
Concession Card holders * are entitled to obtain one Visitor permit free of charge and subsequent permits at half price.		
	\$103.00	\$106.00
<b>Foreshore parking permit</b>		
Concession Card holders * are entitled to obtain one Foreshore permit free of charge and subsequent permits at half price.		
	\$55.00	\$57.00
<b>Foreshore Club Parking permit</b>		
Concession Card holders * are only entitled to obtain one Foreshore Club permit at half price. No first permit free for this permit type.		
	\$95.00	\$97.00
Tradesman parking permit (per week)	\$50.00	\$51.00
Temporary parking permit - Admin fee	\$85.00	\$87.00
Unrestricted bay	\$6.00	\$6.20
Non-metered restricted time parking per bay	\$37.00	\$38.00
All Day parking ticket or meter parking per bay	\$21.00	\$22.00
Time restricted paid parking per bay	\$33.00	\$34.00
Permit reissue - Admin fee	\$20.00	\$20.00

\* 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	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Parking machine charges</b>		
Foreshore area (tourist and excluding Waterfront Place and Station Pier) - per day	\$12.30	\$12.60
Foreshore area (tourist and excluding Waterfront Place and Station Pier) - per hour	\$5.10	\$5.20
Station Pier and Waterfront Place - maximum / per day (1 July - 30 September and 1 April - 30 June)	\$12.30	\$8.50
Station Pier and Waterfront Place - maximum / per day (1 October - 31 March)	\$12.30	\$12.60
Station Pier and Waterfront Place - per hour (1 July - 30 September and 1 April - 30 June)	\$5.10	\$1.80
Station Pier and Waterfront Place - per hour (1 October - 31 March)	\$5.10	\$3.80
St Kilda Road - north of the junction (commercial) - per hour	\$3.70	\$3.80
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - maximum / per day (1 July - 30 September and 1 April - 30 June)	\$12.30	\$8.50
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - maximum / per day (1 October - 31 March)	\$12.30	\$12.60
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - per hour (1 July - 30 September and 1 April - 30 June)	\$3.70	\$1.80
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - per hour (1 October - 31 March)	\$3.70	\$3.80
South Melbourne East - North East of Kingsway (commercial) - per hour	\$3.70	\$3.80
South Melbourne South - Albert Road area (commercial) - per day	\$11.80	\$12.00
South Melbourne South - Albert Road area (commercial) - per hour	\$3.70	\$3.80
South Melbourne Central - North of Park and Ferrars Street (industrial) - per day	\$8.30	\$8.50
South Melbourne Central - North of Park and Ferrars Street (industrial) - per hour	\$1.70	\$1.80
South Melbourne Central - Clarendon Street Retail Precinct - per day	\$8.30	\$8.50
South Melbourne Central - Clarendon Street Retail Precinct - per hour	\$1.70	\$1.80
South Melbourne West - South West of Ferrars Street (Industrial) - per day	\$8.30	\$8.50
South Melbourne West - South West of Ferrars Street (Industrial) - per hour	\$1.70	\$1.80
St Kilda Road - South of St Kilda Junction (commercial / retail) - per day	\$6.30	\$6.50
St Kilda Road - South of St Kilda Junction (commercial / retail) - per hour	\$1.70	\$1.80

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Parking enforcement</b>		
Vehicle Clearway Release Fee	\$405.00	\$415.00
Vehicle Transfer from Nationwide Towing to Manheim	\$720.00	\$720.00
Daily vehicle storage fee after 48 hours (new fee)	\$18.00	\$18.50
Unregistered and abandoned vehicle release fee (new fee)	\$405.00	\$415.00
<b>Parking fines</b>		
Penalty Fines - class 1	\$78.00	\$80.00
Penalty Fines - class 2	\$93.00	\$95.00
Penalty Fines - class 3	\$154.00	\$158.00
Penalty Reminder Notice	\$25.00	\$23.00
Lodgement fee	\$54.50	\$70.00

We have smart solutions for a sustainable future

Amenity

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>City Permits - community amenity</b>		
Works zone - application fee	\$99.50	\$102.00
Works zone permit for 3 or less months: Parking in front of construction site for workers' private vehicles for 3 months or less. Up to 4 bays or the width of the site (whichever is the lesser)	\$1,258.00	\$1,289.45
Works zone permit for 6 months Parking in front of construction site for workers' private vehicles for 6 months. Up to 4 bays or the width of the site (whichever is the lesser)	\$2,245.00	\$2,301.00
Works zone permit for 9 months Parking in front of construction site for workers' private vehicles for 9 months. Up to 4 bays or the width of the site (whichever is the lesser)	\$2,940.00	\$3,013.50
Works zone permit for 12 months Parking in front of construction site for workers' private vehicles for 12 months. Up to 4 bays or the width of the site (whichever is the lesser)	\$3,655.00	\$3,746.40
Work Zone permit extensions: An extension to the permit allowing parking in front of construction site for workers' private vehicles.	\$844.00	\$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.	\$257.00	\$263.40
Work Zone Signage installations and removal	\$378.00	\$387.45
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.	\$99.50	\$102.00
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.	\$645.00	\$661.10

## Fees and charges

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>City Permits - itinerant trading</b>		
Charity Bins application fee for permit to place a charity clothing bin on council land.	\$99.50	\$102.00
Charity Bins permit fee to place a charity clothing bin on council land.	\$64.00	\$65.60
Charity Bins Permit Renewal Fee	\$99.50	\$102.00
Commercial Waste Bins application fee to apply for permit to store waste bins for commercial premises on council land e.g. for cafes (not skip bins).	\$99.50	\$102.00
Commercial Waste Bins permit fee to store waste bins for commercial premises on council land e.g. for cafes (not skip bins).	\$64.00	\$65.60
Commercial Waste Bins - 120 litre bin	\$64.00	\$65.60
Commercial Waste Bins - 240 litre bin	\$92.50	\$94.80
Commercial Waste Bins - up to 1200 litres	\$369.00	\$378.20
Non-motorised trading permit fee (including pedicabs and horse drawn carts)	\$2,369.00	\$2,428.20
<b>City Permits - occupying the road for works:</b>		
Asset Protection permit and deposit for protection of council land and assets to cover costs for any damage associated with development works at a construction site.	\$218.80	\$224.25
Out of Hours permit - application fee or development work undertaken outside approved hours under the Local Law: 7 am - 6 pm M-F, 9 am - 3 pm Saturday. No works on Sunday or public holidays.	\$99.50	\$102.00
Out of Hours Permit - permit fee per day for development work undertaken outside approved hours under the Local Law: 7am-6pm M-F, 9am-3pm Sat. No works on Sunday or public holidays.	\$363.00	\$372.00
Road Opening Permit - application fee to excavate council land for the purposes of water, electricity, telecommunications etc for private contractors. Under legislation, service authorities are not required to obtain permits.	\$99.50	\$102.00
Road Opening Permit - permit fee to excavate council land for the purposes of water, electricity, telecommunications etc for private contractors. Under legislation, service authorities are not required to obtain permits.	\$109.50	\$112.25
Vehicle Crossing - application fee for permit to construct or repair a private driveway to council specifications.	\$120.00	\$123.00
Vehicle Crossing - permit fee to construct or repair a private driveway to council specifications (paid once assessment of application determines that a permit is okay to be issued).	\$163.00	\$167.00
Street Occupation Permits - application fee to apply for a permit to occupy council land for works or storage of associated building materials.	\$99.50	\$102.00
Street Occupation Permits - permit fee to occupy council land for works or storage of associated building materials.	\$119.00	\$122.00

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
Street Occupation Permits - (plus \$2 ground / \$1 head gantry per square meter per day) For street occupation permits, an additional \$2 per square meter of ground level surface taken up per week or \$1 per square metre per day for overhead gantry (for example, air space)	Plus \$2.10 ground / \$1.10 head gantry per sq. meter per day	Plus \$2.10 ground / \$1.10 head gantry per sq. meter per day
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.	\$99.50	\$102.00
Road Closure Permit - fee per day with road opening to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval.	\$125.00	\$128.10
Road Closure Permit - fee per day for other closures	\$208.50	\$213.70
Skip Bin Permit - application fee to apply for a permit to store a refuse/skip bin on council land.	\$26.20	\$26.85
Skip Bin Permit - per day for permit to store a refuse/skip bin on council land.	\$18.00	\$18.45
Skip Bin Permit - per week to store a refuse/skip bin on council land.	\$86.80	\$88.95
Shipping Container or Portable Storage Containers - up to 6 meter; per day rate.	\$123.50	\$126.60
Shipping Container or Portable Storage Containers - greater than 6 meter; per day rate.	\$205.50	\$210.65

## Waste reduction

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Waste Management Operations</b>		
Sale of worm farms	\$75.00	\$77.00
Sale of compost bins	\$42.00	\$43.00
Resource Recovery Centre Fees (Car Boot)	\$20.00	\$21.00
Resource Recovery Centre Fees (Station Wagon, Utility)	\$39.00	\$40.00
Resource Recovery Centre Fees (Small Trailer)	\$53.00	\$55.00
Resource Recovery Centre Fees (Large Trailer)	\$98.00	\$101.00
Resource Recovery Centre Fees (Contractors m <sup>3</sup> )	\$86.00	\$88.00
Resource Recovery Centre Fees - Non Resident (Car Boot)	\$27.00	\$28.00
Resource Recovery Centre Fees - Non Resident (Station Wagon, Utility)	\$50.00	\$52.00
Resource Recovery Centre Fees - Non Resident (Small Trailer)	\$65.00	\$67.00
Resource Recovery Centre Fees - Non Resident (Large Trailer)	\$108.00	\$111.00

## Fees and charges

We are growing and keeping our character

### City planning and urban design

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Planning Scheme Amendment Fees</b>		
<b>Stage 1</b>		
a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment	\$2,871.60	\$2,871.60
<b>Stage 2: Up to and including 10 submissions which seek a change to an amendment:</b>		
e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)	\$14,232.70	\$14,232.70
<b>Stage 2: 11 to (and including) 20 submissions which seek a change to an amendment:</b>		
e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)	\$28,437.60	\$28,437.60
<b>Stage 2: Submissions that exceed 20 submissions which seek a change to an amendment:</b>		
e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)	\$38,014.40	\$38,014.40

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Planning Scheme Amendment Fees</b>		
<b>Stage 3</b>		
a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	\$453.10	\$453.10

### Development approvals and compliance

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Building control fees</b>		
Legal Point of Discharge – for Stormwater and provide information for the Building Surveyor	\$60.90	\$60.90
Property enquiry (Form 2.10) 326/1 – to obtain property information relating to Building Permits and Notices & Orders outstanding ordinarily sought by Solicitors	\$48.60	\$48.60
Property enquiry (Form 2.10) 326/1 - plus \$40 fast track fee – (as above) Additional fee for fast turnaround	\$88.60	\$88.60
Flood level certificate 326/2 – to obtain property information relating to Flooding	\$48.60	\$48.60
Flood level certificate 326/2 - plus \$40 fast track fee – (as above) Additional fee for fast turnaround	\$88.60	\$88.60
Property enquiry - 326/3 – to obtain inspecting approval dates ordinarily sought by an Owner or Mortgagee	\$48.60	\$48.60
Lodgement fee from Private Building Surveyors – commercial – associated with lodgement of Building Permit for Commercial properties ordinarily lodged by the private Building Surveyor	\$36.40	\$36.40
Lodgement fee from Private Building Surveyors – residential – associated with lodgement of Building Permit for Residential properties ordinarily lodged by the private Building Surveyor	\$36.40	\$36.40
Government building levy (Calculated as % of value of work) – calculated as % of value of work. Fee associated with Building Permits and paid to the Building Commission as a levy	0.128% & 0.034%	0.128% & 0.034%
Report and Consent Fee – Rescode – associated with siting non-compliance relation to Building Permits	\$256.90	\$256.90
Report and Consent Fee – Hoarding – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$256.90	\$256.90
Report ONLY - Rescode and Hoarding – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$513.80	\$513.80
POPE -Place of public entertainment - Small (NEW) – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$550.00	\$550.00

## Fees and charges

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
POPE -Place of public entertainment – Medium (NEW) – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$1,000.00	\$1,000.00
POPE -Place of public entertainment – Large (NEW) – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$1,500.00	\$1,500.00
Siting Approval - Up to 5 Structures (NEW) – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$350.00	\$350.00
Siting Approval - Between 6 and 10 Structures (NEW) – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$550.00	\$550.00
Siting Approval - Greater than 10 Structures (NEW) – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$1,000.00	\$1,000.00
Fire Safety Determination - Small Building – associated with inspection of smaller buildings to provide assessment of fire safety	\$539.75	\$553.20
Fire Safety Determination - Medium Building – associated with inspection of medium buildings to provide assessment of fire safety	\$1,619.29	\$1,659.75
Fire Safety Determination - Large Building – associated with inspection of larger buildings to provide assessment of fire safety	\$2,698.78	\$2,766.25
<b>Building permits (internal)</b>		
Demolish detached dwelling	\$1,104.36	\$1,131.95
Demolish attached dwelling	\$1,327.84	\$1,361.00
Demolish outbuildings	\$665.00	\$681.60
Swimming pools (includes barrier to AS 1926)	\$1,818.26	\$1,863.70
Fences	\$663.77	\$680.35
Carports/garages <20,000	\$885.19	\$907.30
Carports/garages >20,000	\$1,106.64	\$1,134.30
Alterations and additions to a dwelling <100,000	\$1,327.84	\$1,361.00
Alterations and additions to a dwelling 100,000-200,000	\$1,548.03	\$1,586.70
Alterations and additions to a dwelling 200,000-300,000	\$1,846.01	\$1,892.15
Alterations and additions to a dwelling >300,000	\$2,210.67	\$2,265.90
New dwellings <250,000	\$2,359.86	\$2,418.85
New dwellings 250,000-500,000	\$2,801.38	\$2,871.40
New dwellings >500,000	\$3,243.82	\$3,324.90
Multiple dwellings (2)	\$4,423.90	\$4,534.50
Multiple dwellings (3)	\$5,160.62	\$5,289.60
Multiple dwellings (4)	\$5,897.85	\$6,045.30
Amendment to building permits issued	\$516.01	\$528.90
Extension of time to building permits issued	\$516.01	\$528.90

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
Shop fit outs <100,000	\$1,179.88	\$1,209.35
Shop fit outs 100,000-200,000	\$1,401.20	\$1,436.20
Shop fit outs >200,000	\$1,621.91	\$1,662.45
Internal alterations to class 2 apartments	\$1,106.93	\$1,134.60
Extension of time- Class 1 or 10	\$307.53	\$315.20
Extension of time- Class 2-9	\$442.34	\$453.40
Lapsed Permit Renewal (Class 1 or 10)	\$614.19	\$629.50
Lapsed Permit Renewal (Class 2 - 9) Minimum Fee	\$767.54	\$786.70
<b>Class 2, 3, 4, 5, 6, 7 &amp; 9 Alterations, additions and new buildings</b>		
Up to \$40,000	\$805.56	\$825.70
\$40,000 - \$100,000	\$ value x (1.749%)	\$ value x (1.749%)
\$100,001 - \$500,000	\$ value x (1.523%)	\$ value x (1.523%)
\$500,001 - \$2 million	\$ value x (0.617%)	\$ value x (0.617%)
>\$2 - \$10 million	\$ value x (0.3284%)	\$ value x (0.3284%)
>\$10 - \$20 million	\$ value x (0.219%)	\$ value x (0.219%)
>\$20 - \$30 million	\$ value x (0.215%)	\$ value x (0.215%)
>\$30 - \$40 million	\$ value x (0.1965%)	\$ value x (0.1965%)
>\$40 - \$50 million	\$ value x (0.2048%)	\$ value x (0.2048%)
>\$50 million	\$ value x (0.1872%)	\$ value x (0.1872%)
<b>Building control fees</b>		
Install SOLAR PANELS for Residents and Industry	\$0.00	\$0.00
Use Only (includes Liquor Licence & Car Park Waiver) – to apply for a planning permit to change the use of the land only	\$1,240.70	\$1,240.70
Single Dwelling (up to \$2,000,000) - use and/or develop a single dwelling per lot, and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land):-		
Less than \$10,000	\$188.20	\$188.20
More than \$10,001 less than \$100,000	\$592.50	\$592.50
More than \$10,000 less than \$500,000	\$1,212.80	\$1,212.80
More than \$500,000 less than \$1,000,000	\$1,310.40	\$1,310.40
More than \$1,000,000 less than \$2,000,000 (more than \$2,000,000 see Class12, 13, 14 & 15)	\$1,407.90	\$1,407.90

## Fees and charges

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>VicSmart Application</b>		
\$10,000 or Less	\$188.20	\$188.20
More than \$10,000	\$404.30	\$404.30
Subdivide or consolidate land	\$188.20	\$188.20
<b>Development (including single dwellings &gt; \$2,000,000)</b>		
Less than \$100,000 (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land)	\$1,080.40	\$1,080.40
\$100,000 to \$1,000,000 (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land)	\$1,456.70	\$1,456.70
\$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.	\$3,213.20	\$3,213.20
\$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) if the estimated cost of development is.	\$8,189.90	\$8,189.90
<b>Class - Statutory Planning Fees - Applications for Permits Regulation 9</b>		
\$15,000,000 to \$50,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$24,151.10	\$24,151.10
\$50,000,001 plus (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land). For the first 12 months, fee for a Class 15 will be charged at %50 - i.e. \$27,141.20	\$54,282.40	\$54,282.40
<b>Subdivision</b>		
Subdivide an existing building (other than a class 9 permit)	\$1,240.70	\$1,240.70
Two lot subdivision (other than a class 9 or class 16 permit)	\$1,240.70	\$1,240.70
Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$1,240.70	\$1,240.70
Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	\$1240.70 per 100	\$1,240.70
<ul style="list-style-type: none"> <li>• create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or</li> <li>• create or remove a right of way; or</li> <li>• create, vary or remove an easement other than a right of way; or</li> <li>• vary/ remove a condition in the nature of an easement (other than right of way) in a Crown grant.</li> </ul>	\$1,240.70	\$1,240.70
A Permit not otherwise provided for in the Regulations	\$1,240.70	\$1,240.70

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Other Statutory Planning Fees</b>		
S57A (a) Amend a (new) application after notice has been given (section 57A(3)(a)) is 40 % of the application fee for that class of permit.	40 % of Application Fee (and may incl. ( c)	40 % of Application Fee (and may incl. ( c)
S57A (b) Amend a Sec.72 application after notice has been given (section 57A(3)(a)) is 40% of the application fee for that class of permit set out in the Table at Regulation 11 and any additional fee under (c) below.	40 % of Application Fee + ( c)	40 % of Application Fee + ( c)
S57A – If amending the application changes the class of application (c) Application to amend an Application for a (new) permit after notice has been given or Application to amend an application for S.72 changes to the class of that permit to a new class having a higher application fee set: additional fee being the difference between the original fee and the amended class fee.	Difference between original fee and new class \$	Difference between original fee and new class \$
Certificate of Compliance	\$306.70	\$306.70
Where the Planning Scheme specifies that a matter must be done "to the satisfaction of the responsible authority" (including car parking consent)	\$306.70	\$306.70
For an agreement, or to amend or end an agreement, under Section 173 of the Act	\$620.30	\$620.30
<b>Class - Statutory Planning Fees – Amendments to Permits S.72 Regulation 11</b>		
Class 1 - Amendment to a permit to change the use allowed by the permit or allow a new use.	\$1,240.70	\$1,240.70
Class 2 - Amendment to a permit (other than a permit for a single dwelling per lot or to use and develop a single dwelling per lot or to undertake development ancillary to a single dwelling per lot) to change the statement (preamble) of what the permit allows or to change any or all of the conditions which apply to the permit.	\$1,240.70	\$1,240.70
<b>Single Dwelling (to \$2,000,000) - Amendment to a permit for a single dwelling per lot or use and develop a single dwelling per lot and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land):-</b>		
Class 3 - (Class 2) less than \$10,000.	\$188.20	\$188.20
Class 4 - (Class 3) more than \$10,000 less than \$100,000	\$592.50	\$592.50
Class 5 - (Class 4) more than \$100,000 less than \$500,000	\$1,212.80	\$1,212.80
Class 6 - (Class 5 & 6) more than \$500,000 less than \$2,000,000	\$1,310.40	\$1,310.40
<b>VicSmart Applications</b>		
Class 7 - (Class 7) Less than \$10,000	\$188.20	\$188.20
Class 8 - (Class 8) more than \$10,000	\$404.30	\$404.30
Class 9 - (Class 9) to subdivide or consolidate land	\$188.20	\$188.20

## Fees and charges

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Development (including single dwellings &gt; more than \$2,000,000)</b>		
Class 10 - (Class 10) Less than \$100,000 - amend a permit to develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land)	\$1,080.40	\$1,080.40
Class 11 - (Class 11) \$100,001 to \$1,000,000 - amend a permit to develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land)	\$1,456.70	\$1,456.70
Class 12 - (Class 12,13,14 or 15) More than \$1,000,001 - amend a permit to develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land)	\$3,213.20	\$3,213.20
<b>Subdivision</b>		
Class 13 - (Class 16) to subdivide and existing building (other than a class 9 permit)	\$1,240.70	\$1,240.70
Class 14 - (Class 17) to subdivide land into 2 lots (other than a class 9 or class 16 permit)	\$1,240.70	\$1,240.70
Class 15 - (Class 18) To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	\$1,240.70	\$1,240.70
Class 16 - (Class 19) Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	\$1,240.7 per 100	\$1,240.7 per 100
Class 17 - (Class 20) 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	\$1,240.70	\$1,240.70
Class 18 - (Class 21) Amendments to an application for a permit not otherwise provided for in the Regulations	\$1,240.70	\$1,240.70
<b>Port Phillip Planning and Administration Fees</b>		
Secondary consent - Fee for amending Endorsed Plans	\$130.20	\$133.45
Certification - Endorsement of Plans of Subdivision	\$164.50	\$164.50
Fast Track Fee – for minor planning applications (such as painting of heritage buildings and minor works applications) that are able to be processed without advertising or the need for external referrals	\$123.00	\$126.05
Car parking consent – for determining satisfactory car parking where no Planning Permit is required	\$130.00	\$133.25
Advertising – Board – per advertising sign when planning permit applications are required to be advertised	\$76.00	\$77.90
Advertising – Letter – per letter when planning permit applications are required to be advertised	\$11.00	\$11.30
Planning Confirmation – for response to requests for Planning information	\$174.00	\$178.35
Copy of Planning Register – for a copy of the planning register	\$76.00	\$77.90
Form A Report & Consent Request – for Report and Consent on Proposed Demolition	\$64.10	\$64.10

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Extension of Time</b>		
1 dwelling	\$574.50	\$588.85
2 - 9 dwellings	\$693.40	\$710.75
10 or more dwellings	\$920.00	\$943.00
Subdivisions	\$574.50	\$588.85
Commercial / industrial	\$846.00	\$867.15
<b>Planning File Search</b>		
Form A Report and Consent Request (Building Survey)	\$55.55	\$55.55
Residential lodged from 2008 onwards	\$57.00	\$58.40
Residential lodged during or prior to 2008	\$106.00	\$108.65
Residential Property Information Request	\$100.00	\$102.50
Commercial Applications - Lodged from 2008 onwards	\$92.25	\$94.55
Commercial Applications - Lodged prior 2008	\$315.70	\$323.55
Commercial Property Information Request	\$315.70	\$323.55
<b>Scanning / Photocopying Fee - per sheet / page</b>		
A4	\$1.35	\$1.40
A3	\$2.25	\$2.30
A2	\$4.95	\$5.10
A1 & AO	\$7.60	\$7.80

## Health services

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
Food Act Registration & Renewal of Registration Fees - High Risk Class 1 Permits. Initial registration fees decrease on a pro-rata basis by 1/4 every 3 months throughout the annual registration period		
Medium	\$272.00	\$279.00
Large	\$368.00	\$377.00
Food Act Registration & Renewal of Registration Fees - Class 2 regular (predominantly) commercial premises - open most days of the week or mobile or temporary premises operating regularly (most weekends, large events). Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$272.00	\$279.00
Medium	\$550.00	\$564.00
Large	\$778.00	\$797.00



## Fees and charges

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Food Act Registration &amp; Renewal of Registration Fees - Class 3 regular</b> (predominantly) commercial premises - open most days of the week or mobile or temporary premises operating regularly (most weekends, large events). Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$164.00	\$168.00
Medium	\$272.00	\$279.00
Large	\$368.00	\$377.00
<b>Food services</b>		
Food Act Registration & Renewal of Registration Fees - Supermarkets. Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$550.00	\$564.00
Medium	\$778.00	\$797.00
Large	\$1,215.00	\$1,245.00
Food Act Registration & Renewal of Registration Fees - Class 2 Community Groups & Clubs. Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$69.00	\$71.00
Regular	\$142.00	\$146.00
Large	\$550.00	\$564.00
Food Act Registration & Renewal of Registration Fees - Class 3 Community Groups & Clubs. Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$59.00	\$60.00
Regular	\$119.00	\$122.00
Large	\$272.00	\$279.00
Mobile or temporary premises associated with a permanent fixed premises		
Class 3	\$119.00	\$122.00
Class 2	\$142.00	\$146.00
Commercial mobile or temporary premises(Large Scale)-Operating regularly state-wide		
Class 3	\$272.00	\$279.00
Class 2	\$550.00	\$564.00
Commercial mobile or temporary premises - operating regularly State-wide		
Class 3	\$164.00	\$168.00
Class 2	\$272.00	\$279.00
Commercial mobile or temporary premises - operating occasionally, seasonally or equivalent		
Class 3	\$119.00	\$122.00
Class 2	\$142.00	\$146.00
Commercial mobile or temporary premises - single event or day registration		
Class 3	\$59.00	\$60.00
Class 2	\$69.00	\$71.00

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
Community group, sporting club, school or other not for profit - mobile or temporary premises - operating occasionally, seasonally or up to 12 months		
Class 3	\$59.00	\$60.00
Class 2	\$69.00	\$71.00
Community group, sporting club, school or other not for profit - mobile or temporary premises - single event or day registration (festivals)		
Class 2 & 3	\$0.00	\$0.00
<b>Food Act Registration Late Fees</b>		
Registration late fee (Class 1)	\$32.00	\$33.00
Registration late fee (Class 2 and 3)	\$92.00	\$94.00
Transfer of Registration Fees (Food Act)		
Class 1 & 3	\$124.00	\$127.00
Class 2	\$183.00	\$188.00
<b>Plan Approval Fee</b>		
Class 1 & 3	\$124.00	\$127.00
Class 2	\$183.00	\$188.00
<b>Transfer Inspection Report fees (Food Act)</b>		
Class 1 & 3	\$124.00	\$127.00
Class 2	\$183.00	\$188.00
<b>Registered Charities</b>		
Class 1,2 & 3	\$0.00	\$0.00
<b>Personal services premises</b>		
Public Health & Wellbeing Act Fee - Personal services premises. Hairdresser and low-risk beauty parlour fee is full amount and is a one-off single payment with no requirement to renew registration annually. For skin penetration, colonic irrigation, higher risk beauty parlour and hairdressers with additional beauty treatments, the initial registration fees decrease on a pro-rata basis by 1/4 every three months throughout the annual registration period and must be renewed annually		
Registration Fee	\$147.00	\$151.00
Registration Late Fee	\$61.00	\$63.00
Plan Approval Fee	\$56.00	\$57.00
Transfer of registration fees	\$74.00	\$76.00
Transfer Inspection Report fees	\$74.00	\$76.00

## Fees and charges

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Prescribed accommodation</b>		
Prescribed Accommodation - Residential Accommodation / Rooming House / Youth Hostel / Student Dormitory / Hotel / Motel Registration Fees		
1 - 10 residents	\$207.00	\$212.00
11 - 20 residents	\$388.00	\$398.00
21 - 40 residents	\$578.00	\$592.00
41 - 60 residents	\$944.00	\$968.00
61 - 80 residents	\$1,576.00	\$1,615.00
80+ residents	\$1,946.00	\$1,995.00
<b>Registration Late Fee</b>		
Registration Late Fee	\$62.00	\$64.00
<b>Plan Approval Fee</b>		
Category 1 (1-20 residents)	\$92.00	\$94.00
Category 2 (21-60 residents)	\$124.00	\$127.00
Category 3 (61+ residents)	\$183.00	\$188.00
Transfer of registration fees (Public Health & Wellbeing Act)		
Category 1 (1-20 residents)	\$124.00	\$127.00
Category 2 (21-60 residents)	\$246.00	\$252.00
Category 3 (61+ residents)	\$368.00	\$377.00
<b>Transfer Inspection Report fees (Public Health &amp; Wellbeing Act)</b>		
Category 1 (1 - 20 residents)	\$124.00	\$127.00
Category 2 (21 - 60 residents)	\$246.00	\$252.00
Category 3 (61+ residents)	\$368.00	\$377.00

## Local laws and animal management

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Animal Management</b>		
Domestic Animal Business	\$255.00	\$262.00
<b>Dog</b>		
Permit for multiple dogs per residence (one off payment)	\$64.00	\$66.00
Restricted breed dog - includes any declared, menacing, dangerous dogs	\$250.00	\$256.00
Maximum fee pensioner	\$92.00	\$92.00
Minimum fee pensioner	\$30.50	\$30.50
Maximum fee non-pensioner	\$195.00	\$200.00
Minimum fee non-pensioner	\$65.00	\$67.00
Reclaim fees	\$158.00	\$162.00
Rebate for Assist Dogs (on production of required documentation)	-\$65.00	-\$67.00
<b>Cat</b>		
Minimum fee non- pensioner	\$34.00	\$35.00
Minimum fee pensioner	\$15.50	\$15.50
Maximum fee pensioner	\$47.50	\$47.50
Maximum fee non- pensioner	\$100.00	\$102.00
Reclaim fees	\$82.00	\$84.00
<b>Local law reclaim fee</b>		
Reclaim fee - impounded goods, for any goods, materials impounded by council that are released to the owner e.g. shopping trolleys	\$150.00	\$154.00
<b>Local law permit fees</b>		
Significant Trees - application fee to apply for permit to remove or prune a significant tree on private land.	\$99.50	\$102.00
Significant Trees - permit fee to remove or prune a significant tree on private land.	\$64.00	\$65.60
General Local Laws Permit Fee	\$173.50	\$200.00

## Fees and charges

### Public space

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Events</b>		
Event and promotion application fee	\$85.00	\$88.00
Busking Fee - 6 months 9am - 9pm	\$67.00	\$70.00
Street Stall Permit/Collection	\$60.00	\$62.00
Temporary signage fee - up to 14 days only	\$142.00	\$145.00
<b>Commercial Promotions</b>		
Product Promotions - roving, no structures (per hour)	\$305.00	\$312.00
Product Promotions - with structures or vehicles (per hour) - St Kilda Precinct	\$462.00	\$475.00
Product Promotions - with structures or vehicles (per hour) - Outside St Kilda Precinct	\$360.00	\$370.00
Product Promotions - per day fee for an eight hour day	\$2,700.00	\$2,770.00
Product Promotions - per day fee for an eight hour day package (Min three days)	\$2,250.00	\$2,306.00
Distributing Promotional Flyers - for CoPP businesses (per hour)	\$20.00	\$20.00
Distributing Promotional Flyers - for CoPP businesses (full day/ 8 hours)	\$100.00	\$100.00
<b>Commercial Event or Promotion - site fee per day</b>		
Unique site (up to 5000 participants)	\$6,165.00	\$6,170.00
Combined use of South Beach Reserve and St Kilda Foreshore (up to 5000 participants)	\$7,300.00	\$7,300.00
Small events	\$270.00	\$280.00
Intermediate events	\$0.00	\$650.00
Medium events	\$1,215.00	\$1,245.00
Large events	\$2,450.00	\$2,515.00
Major event	\$6,165.00	\$6,170.00
High risk/high impact event	\$6,000 - \$25,000	\$6,000 - \$25,000
St Kilda peak season (December - February)	\$6,000 - \$25,000	\$6,000 - \$25,000
Bump in and bump out fee - weekends per day	\$616.00	\$630.00
Bump in and bump out fee - weekdays per day	\$460.00	\$470.00
Refundable Security Bond per site	\$500.00 - \$50,000.00	\$500.00 - \$50,000.00
Refundable Noise Bond	\$0.00	\$5,000.00 - \$20,000.00

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>On-Road Events</b>		
Combination Events (Reserve and Road use); flat fee 0 - 2,000 registered participants inclusive	\$10,000.00	\$10,000.00
Combination Events (Reserve and Road use) for events with over 2,000 registered participants, additional fee per registered participant 2,001+	\$5.00	\$5.05
Traffic management costs (per hour)	\$105.00	\$110.00
Parking on Reserve fee		\$95.00
On-Road Only (per participant) - minimum charge 2,000 participants	\$1.35	\$1.50
Community Event (single site per day)	10 % of event fee	10 % of event fee
<b>Markets</b>		
Outdoor Markets (per session)	\$620.00	\$635.00
<b>Grand Prix</b>		
Grand Prix stallholders - 3m x 3m site	\$600.00	\$615.00
Grand Prix stallholders (units sq. m)	\$1.35	\$1.40
Grand Prix roving permits (per user)	\$416.00	\$430.00

## Fees and charges

We thrive by harnessing our creativity

### Arts, culture and heritage

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Heritage</b>		
Curatorial Services (heritage image reproduction service - digital image delivery by email or compact disk)	\$36.50	\$36.50
<b>Filming permits</b>		
Filming Permits (motion pictures and related photography (first day)	\$841.00	\$862.00
Filming Permits (motion pictures and related photography (second day)	\$510.00	\$525.00
Filming Permits (motion pictures and related photography (third and subsequent days)	\$175.00	\$180.00
Filming Permits (motion pictures and related photography (community / cultural benefit))	\$175.00	\$180.00
Filming Permits (motion pictures, half day)	\$510.00	\$525.00
Filming Permits (service fee - low budget)	\$48.00	\$50.00
Filming Permits (service fee - no budget)	\$20.00	\$20.00
<b>Photography permits</b>		
Photography Permit (commercial stills photography first day)	\$393.00	\$400.00
Photography Permit (commercial stills photography second and subsequent days)	\$175.00	\$180.00

### Economic development and tourism

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>City Permits - footpath trading</b>		
Occupancy Permits - tables - to place a table on the footpath (annual cost per item).		
Acland Street	\$79.00	\$79.00
Fitzroy Street	\$79.00	\$79.00
Standard	\$79.00	\$79.00
Discount	\$45.00	\$45.00
<b>Footpath occupancy permits - Chairs - to place a chair on the footpath (annual cost per item)</b>		
Acland Street	\$117.00	\$117.00
Fitzroy Street	\$117.00	\$117.00
Standard	\$117.00	\$117.00
Discount	\$70.00	\$70.00
<b>Footpath occupancy permits - Glass Screens - Tables - to place a table within a glass screen on the footpath (annual cost per item)</b>		
Fitzroy Street	\$106.00	\$106.00
Standard	\$106.00	\$106.00
Discount	\$61.00	\$61.00
<b>Footpath occupancy permits - Glass Screens - Chairs - to place a chair within a glass screen on the footpath (annual cost per item)</b>		
Fitzroy Street	\$158.00	\$158.00
Standard	\$158.00	\$158.00
Discount	\$95.00	\$95.00
<b>Footpath occupancy permits - various</b>		
Footpath occupancy permits - advertising signs one per property only	\$314.00	\$314.00
Footpath occupancy permits - display of goods	\$375.00	\$375.00
Footpath occupancy permits - planters per premises with outdoor furniture	\$108.00	\$108.00
Footpath occupancy permits - screens per premises with outdoor furniture	\$191.00	\$191.00
Footpath occupancy permits - outdoor heaters	\$126.00	\$126.00
Renewal Fee	\$72.00	\$72.00
New Applications Fee	\$120.00	\$120.00
Transfers	\$120.00	\$120.00
Glass Screen Application Fees	\$250.00	\$250.00

## Fees and charges

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Temporary Permits</b>		
Temporary Application Fee	\$68.00	\$68.00
Temp - Marketing and Promotion activity (daily charge) to a max of \$305	\$74.00	\$74.00
Advertising signs application fee	\$68.00	\$68.00
Advertising signs per day (with a max of \$255)	\$40.00	\$40.00
<b>Extended Trading - Outdoor seating</b>		
Extended Trading application fee	\$68.00	\$68.00
Extension of current situation \$10m <sup>2</sup> Min of \$200	\$223.00	\$223.00
Marque enclosing outdoor seating \$15m <sup>2</sup> Min of \$200	\$223.00	\$223.00
Marque - once off yearly sales \$110/day max \$550	\$119.00	\$119.00
<b>Mobile Food Vans</b>		
Mobile Food Vans Permit	\$2,173.00	\$2,173.00
Mobile Food Vehicle Application Fee	\$70.00	\$70.00

## Festivals

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>St Kilda Festival</b>		
SKF Road trading (non-alcohol per m <sup>2</sup> )	\$9.60	\$10.00
SKF Road Trading (with alcohol per m <sup>2</sup> )	\$25.50	\$26.00
SKF Itinerant Market Stall (high pedestrian zone)	\$315.00	\$322.00
SKF Itinerant Market Stall (regular zone)	\$163.00	\$167.00
SKF All Food Vending Areas (under 15 m <sup>2</sup> )	\$75.00	\$77.00
SKF All Food Vending Areas (over 15 m <sup>2</sup> )	\$115.50	\$118.00
SKF Trading Application Fee	\$30.00	\$31.00
St Kilda Film Festival call for entry fee - early bird rate	\$35.00	\$35.00
St Kilda Film Festival call for entry fee - standard rate	\$39.00	\$39.00
St Kilda Festival call for entry fee	\$33.00	\$33.00
Cost Recovery (infrastructure and power hire)	n/a	Cost Recovery

## Libraries

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
Local History - microfiche reader printer copies	\$0.20	\$0.20
Internet/PC copy charge	\$0.20	\$0.20
Black and white photocopy charges - A4	\$0.20	\$0.20
Black and white photocopy charges - A3	\$0.20	\$0.20
Colour Photocopy Charges	\$1.00	\$1.00
Inter Library Loans	\$2.00	\$2.00

## Markets

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Esplanade Market</b>		
Esplanade Market (3 monthly permits) 2.4 metre size site	\$620.00	\$620.00
Esplanade Market (6 monthly permits) 2.4 metre size site	\$1,133.00	\$1,133.00
Esplanade Market (12 monthly permits) 2.4 metre size site	\$2,112.00	\$2,112.00
Esplanade Market (casual permits) 2.4 metre size site	\$77.00	\$77.00
Esplanade Market (3 monthly permits) 3.1 metre size site	\$682.00	\$682.00
Esplanade Market (6 monthly permits) 3.1 metre size site	\$1,246.00	\$1,246.00
Esplanade Market (12 monthly permits) 3.1 metre size site	\$2,323.00	\$2,323.00
Esplanade Market (casual permits) 3.1 metre size site	\$85.00	\$85.00
Administration fee - new stallholders	\$30.00	\$30.00
Late fee on invoice payment - permanent stallholders	\$30.00	\$30.00
Late fee on invoice payment - casual stallholders	\$10.00	\$10.00
Ready to eat food - Casual stalls 3 metre site	\$169.00	\$169.00
Ready to eat food - Casual stalls oversize site	\$231.00	\$231.00
Ready to eat food - Quarterly Permits - for 3 months (January - March, April - June, July - September, October - December)	\$1,364.00	\$1,364.00
Coffee Vendor - Quarterly Permits - for 3 months. (January - March, April - June, July - September, October - December)	\$956.00	\$956.00
Coffee Vendor - Half yearly Permits - for 6 months (January - June, July - December)	\$1,746.00	\$1,746.00
Coffee Vendor - Annual Permits - for 12 months (July - June)	\$3,255.00	\$3,255.00
Coffee Vendor - Casual Fee	\$115.50	\$115.50

## Fees and charges

### Our commitment to you

#### Finance and project management

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Rates</b>		
Land Information Certificates	\$24.80	\$25.40
Urgent Land Information Certificates	\$90.80	\$93.10
Reprint of prior years rates notice	\$11.00	\$11.30
<b>Financial management</b>		
Dishonoured cheques	\$42.90	\$44.00

#### Governance and engagement

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Freedom of Information</b>		
Freedom of Information requests (excluding photocopying charges)	\$27.90	\$27.90
<b>Minor Foreshore and Parks Weddings and Events</b>		
St Kilda Botanical Gardens, Catani Gardens and St Vincents Gardens - Community, Wedding Ceremony, Private Function (1hr permit)	\$400.00 (3hr min)	\$137.00
St Kilda Botanical Gardens, Catani Gardens and St Vincents Gardens - Commercial Function (1 hour permit)	\$755.00 (3hr min)	\$258.00
General Gardens (non heritage) - Community, Wedding Ceremony, Private Function (1hr permit)	\$250.00 (3hr min)	\$86.00
General gardens (non heritage) - Commercial Function (1hr permit)	\$665.00 (3hr min)	\$228.00
Additional structures 3 x 3m or larger (rides, jumping castles, etc please allow for additional set up/pack down times)	\$200.00 (3 hr min)	\$205.00
<b>Hall hire</b>		
St Kilda Town Hall - Auditorium full (including kitchen)		
Commercial Monday - Thursday whole day	\$2,220.00	\$2,276.00
Commercial Friday - Sunday whole day	\$4,370.00	\$4,480.00
Community Monday - Thursday whole day	\$946.00	\$970.00
Community Friday - Sunday whole day	\$1,576.00	\$1,616.00
After Hours Hourly Rate Commercial (before 8 am or after 1 am)	\$282.00	\$290.00
After Hours Hourly Rate Community (before 8am or after 1am)	\$158.00	\$162.00

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Port Melbourne Town Hall - Auditorium (including kitchen)</b>		
Commercial Monday - Thursday whole day	\$1,330.00	\$1,364.00
Commercial Friday - Sunday whole day	\$1,670.00	\$1,712.00
Community Monday - Thursday whole day	\$568.00	\$583.00
Community Friday - Sunday whole day	\$694.00	\$712.00
After Hours Hourly Rate Commercial (before 8 am or after 1 am)	\$101.00	\$104.00
After Hours Hourly Rate Community (before 8 am or after 1 am)	\$32.00	\$33.00
<b>South Melbourne Town Hall - Auditorium (including kitchen)</b>		
Commercial Monday - Thursday whole day	\$1,368.00	\$1,403.00
Commercial Friday - Sunday whole day	\$1,828.00	\$1,874.00
Community Monday - Thursday whole day	\$694.00	\$712.00
Community Friday - Sunday whole day	\$820.00	\$841.00
After hours Hourly Rate Commercial (before 8am, after 1am)	\$169.00	\$174.00
After Hours Hourly Rate Community (before 8am, after 1am)	\$95.00	\$98.00
<b>Meeting rooms</b>		
<b>St Kilda Town Hall - Nairn</b>		
Commercial per hour	\$90.00	\$93.00
Community per hour (peak 9 am - 5 pm Monday - Friday and weekends)	\$44.00	\$46.00
Community per hour (non peak)	\$11.50	\$12.00
<b>St Kilda Town Hall - Gunuwarra</b>		
Commercial per hour	\$113.00	\$116.00
Community per hour (peak 9 am - 5 pm Monday - Friday and weekends)	\$44.00	\$46.00
Community per hour (non peak)	\$11.50	\$12.00
<b>St Kilda Town Hall - Wominjeka Reception</b>		
Commercial per hour	\$113.00	\$116.00
Community per hour (peak 9 am - 5 pm Monday - Friday and weekends)	\$44.00	\$46.00
Community per hour (non peak)	\$11.50	\$12.00
<b>St Kilda Town Hall - Council Chamber</b>		
Commercial per hour	\$168.00	\$173.00
Community per hour (peak 9 am - 5 pm Monday - Friday and weekends)	\$81.00	\$84.00
Community per hour (non peak)	\$11.50	\$12.00
<b>St Kilda Town Hall - St Kilda</b>		
Commercial per hour	\$90.00	\$93.00
Community per hour (peak 9 am - 5 pm Monday - Friday and weekends)	\$44.00	\$46.00
Community per hour (non peak)	\$11.50	\$12.00

## Fees and charges

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>St Kilda Town Hall - Ngargee</b>		
Commercial per hour	\$113.00	\$116.00
Community per hour (peak 9 am - 5 pm Monday - Friday and weekends)	\$44.00	\$46.00
Community per hour (non peak)	\$11.50	\$12.00
<b>St Kilda Town Hall - Yalukit</b>		
Commercial per hour	\$113.00	\$116.00
Community per hour (peak 9 am - 5 pm Monday - Friday and Weekends)	\$44.00	\$46.00
Community per hour (non peak)	\$11.50	\$12.00
<b>St Kilda Town Hall - Training</b>		
Commercial per hour	\$113.00	\$116.00
Community per hour (peak 9 am - 5 pm Monday - Friday and Weekends)	\$44.00	\$46.00
Community per hour (non peak)	\$11.50	\$12.00
<b>St Kilda Town Hall - Port Melbourne room</b>		
Commercial per hour	\$90.00	\$93.00
Community per hour (peak 9 am - 5 pm Monday - Friday and Weekends)	\$44.00	\$46.00
Community per hour (non peak)	\$11.50	\$12.00
<b>Port Melbourne Town Hall meeting rooms</b>		
Mayors Room - Commercial per hour	\$90.00	\$93.00
Mayors Room - Community per hour (peak 9 am - 5 pm Monday - Friday and Weekends)	\$44.00	\$46.00
Community per hour (non peak)	\$11.50	\$12.00
Council Chamber - Commercial per hour	\$113.00	\$116.00
Council Chamber - Community per hour (peak 9 am - 5 pm Monday - Friday and Weekends)	\$65.00	\$67.00
Community per hour (non peak)	\$11.50	\$12.00
<b>South Melbourne Town Hall meeting rooms</b>		
Commercial per hour	\$168.00	\$173.00
Community per hour (peak 9am - 5pm Monday - Friday and Weekends)	\$81.00	\$84.00
Community per hour (non peak)	\$11.50	\$12.00
<b>Council Chamber</b>		
Commercial per hour	\$168.00	\$173.00
Community per hour (peak 9 am - 5 pm Monday - Friday and Weekends)	\$81.00	\$84.00
Community per hour (non peak)	\$11.50	\$12.00

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Staff labour</b>		
Duty Officer Fees - (Monday - Thursday)	\$39.00	\$39.00
Duty Officer Fees - (Friday, Saturday and Sunday)	\$61.00	\$68.00
Duty Officer Fees - (Public Holidays)	\$78.00	\$83.00
Security Officer Fees - (Monday - Thursday)	\$46.50	\$48.00
Security Officer Fees - (Friday, Saturday, Sunday and Public holidays)	\$78.00	\$80.00
Public Liability Fee	\$28.50	\$30.00
Bond - Commercial	\$3,000.00	\$3,075.00
Bond - Community	\$1,000.00	\$1,025.00

### Technology, transformation and customer experience

Description	2016/17 fee (incl. GST)	2017/18 fee (incl. GST)
<b>Geospatial Information Systems</b>		
GIS hourly rate for further work	\$64.00	\$65.60

## GLOSSARY

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

Term	Definition
<b>Financial Statements</b>	Sections 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act require the following documents to include financial statements: - Strategic Resource Plan - Budget - Annual Report  The financial statements to be included in the Budget include: - Comprehensive Income Statement - Balance Sheet - Statement of Changes in Equity - Statement of Cash Flows - Statement of Capital Works  The financial statements must be in the form set out in the Local Government Model Financial Report.
<b>Statement of capital works</b>	The statement of capital works show 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.
<b>Statement of cash flows</b>	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.
<b>Statement of changes in equity</b>	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.
<b>Budget preparation requirement</b>	Under the Act, a Council is required to prepare and adopt an annual budget by 30 June each year.  The Local Government Amendment (Performance Reporting and Accountability) Bill 2013 amends the date the budget must be adopted to 30 June each year - refer section 11(1) of the Bill. This amends section 130 (3) of the Act.
<b>Capital expenditure</b>	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.



## Glossary

Term	Definition
<b>Capital works program</b>	A detailed list of capital works expenditure that will be undertaken during the 2016/17 financial year. 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.
<b>Carry forward capital works</b>	Carry forward capital works are those that are incomplete in the current budget year and will be completed in the following budget year.
<b>Council Plan</b>	Means a Council Plan prepared by Council under Section 125 of the 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.
<b>Department of Environment, Land, Water and Planning (DELWP)</b>	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP).
<b>Discretionary reserves</b>	Discretionary reserves are funds earmarked by Council for various purposes.
<b>External influences in the preparation of a budget</b>	Matters arising from third party actions over which Council has little or no control e.g. Change in legislation.
<b>Financial sustainability</b>	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
<b>Financing activities</b>	Financing activities means those activities 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.
<b>Four way budgeting methodology (Strategic Resource Plan)</b>	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
<b>Infrastructure</b>	Non-current property, plant and equipment excluding land.
<b>Infrastructure strategy</b>	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
<b>Internal influences in the preparation of the budget</b>	Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).
<b>Investing activities</b>	Investing activities means those activities 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.
<b>Key assumptions</b>	When preparing a balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.

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

## Glossary

Term	Definition
<b>Recurrent grant</b>	A grant other than a non-recurrent grant.
<b>Regulations</b>	Local Government (Planning and Reporting) Regulations 2014.
<b>Restricted cash</b>	Cash and cash equivalents, within the meaning of AAS, that are not available for use other than a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.
<b>Revised budget</b>	The revised budget prepared by a Council under Section 128 of the Act. Section 128 of the Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
<b>Road Management Act</b>	The purpose of this Act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the Local Government Act 1989
<b>Services, Initiatives and Major Initiatives</b>	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan.</p> <p>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. Initiatives means actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have major focus in the budget.</p>
<b>Statement of Capital Works</b>	Means a statement 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.
<b>Statutory reserves</b>	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.

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