

*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 rate capping. The Financial Plan also provides the context within which the Council formulates the Council Plan, including our Strategic Resource Plan and Budget, and enables the Council to plan for the financial impacts of growth.

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

### Key outcomes of the financial plan

#### Identifying the impact of rate capping

We recognise community concern about the affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure. The community's expectation for better value in service delivery has been reflected in our decision making. We continue to implement initiatives to ensure that our services are delivered in the most efficient and effective manner possible. This includes a successful drive for efficiency savings. Permanent operational savings of \$2 million for Budget 2018/19 have been identified, in addition to the \$9 million of savings identified in budgets 2014/15 to 2017/18.

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

The rates cap in 2018/19 is 2.25 per cent, but beyond 2018/19 is still highly uncertain. The Essential Services Commission (ESC), Victoria's independent economic regulator, recommended that the rates cap be set at a level that reflects movements in the consumer price index (CPI) and the wage price index (WPI), as wages form a significant proportion of Council's costs.

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

The Financial Plan assumes a rates cap based on inflation. The impact of rate capping is quantified as an accumulated challenge of \$14 million over 10 years. This represents a major challenge for us (and the sector as a whole) that will require fundamental changes to the way we operate. Our approach to managing this challenge is outlined overleaf.

## Our 10-Year Financial Plan

### Rate capping challenge

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

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

- opportunities to further reduce our cost base without impacting service levels (such as efficiencies identified through process, procurement, and project planning and delivery improvements)
- ensuring that user fees and charges reflect the benefit that individual community members receive (that is, rates funding is not unreasonably subsidising services that provide private benefit)
- service delivery options, including changes to the way services are targeted and delivered, and consideration of service level reductions in areas of lower strategic priority

- applying to the ESC for rate increases above CPI, where those increases are justifiable to the community
- a prudent and fiscally responsible approach towards the use of new debt for strategic property acquisitions, funding community capital works or operating projects that will provide intergenerational community benefit, and initiatives that deliver revenue streams to repay debt
- using reserves where appropriate to invest in one-off new or improved assets, where this is considered more efficient than the use of debt.

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

Rates cap consistent with the ESC methodology

	2018/19	2019/20	2020/21	2021/22	2027/28
Rate increase	2.25 %	2.14 %	2.41 %	2.45 %	2.45 %
Accumulated rate capping challenge (\$m)	(\$0.0)	(\$1.0)	(\$2.3)	(\$3.8)	(\$14.3)

### Growth in Port Phillip

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

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

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

Population growth in our City will drive an increase in urban density. Our road network for cars, which is at capacity and cannot be increased, will see increased congestion as our population grows. We will invest over \$35 million over the 10-year period to implement our Integrated Transport Strategy.

### Climate change and renewing community assets

We own and control a wide range of assets from land and buildings to roads, drains, footpaths and open space. The total value of our fixed assets is \$2.9 billion and is largely the product of investment by prior generations of residents. Consistent with the trend across the local government sector, we are facing escalating costs to maintain and renew our ageing asset base.

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

This plan reflects increasing renewals expenditure due to an expanding asset base, and cost escalation for delivering renewals and mitigating against the impacts of climate change.

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

Our City needs to be environmentally sustainable and minimise our waste output. We are already experiencing the impacts of climate change, and we can expect increased flooding of coastal properties and public amenities, storm damage to infrastructure, beach erosion, decreased water quality and security of water supply, reduced summer outdoor activities and hotter urban spaces. Changing environmental conditions may challenge some members of our community to stay healthy and safe, and this will have an impact on Council services. We will invest over \$68 million to ensure a sustainable future for the City by creating a City that is greener, cooler and more liveable; a City with lower carbon emissions, a City that is adapting and resilient to climate change; a City that is water sensitive with a sustained reduction in waste.



## Our 10-Year Financial Plan

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

Financial principle	Measure
<p><b>4</b></p> <p><b>Capital will be managed in the most efficient manner possible.</b></p>	<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. 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 funding large non-recurrent capital works or operating projects that can be expected to provide benefits to future generations.
- Debt will be managed as part of an efficient capital management policy and repaid when it is prudent to do so.

### Infrastructure and asset management

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

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

## Our 10-Year Financial Plan

### Financial resource planning assumptions and risks

#### Financial assumptions

- The Financial Plan is updated annually following a review of internal financial results and changes in the external environment. Following this, scenario analysis is performed to test key assumptions and to prepare a 10 year forecast that best represents our expected financial performance given those assumptions.
- The financial information used for 2018/19 (the base year) is based on the February 2018 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	2018/19	2019/20	2020/21	2021/22	2027/28
<b>Consumer Price Index (CPI)</b>	2.25 %	2.14 %	2.41 %	2.45 %	2.45 %
	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>	2.25 %	2.21 %	2.41 %	2.46 %	2.16 %
	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 cent 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 cent 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>	2.40 %	2.80 %	3.30 %	3.60 %	3.60 %
	Based on the Deloitte Access Economic Business Outlook forecast for the 90-day bank bill rate plus 50 basis points.				
<b>Employee costs</b>	2.00 %	2.14 %	2.41 %	2.45 %	2.45 %
	Employee benefits to increase as per latest EBA 2.0 per cent for 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. Additional costs of \$1.2 million per annum for processing of household recycling materials due to China's policy change on recycling materials.				
<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 cent 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 \$5.2 million from 2022/23 (including \$1 million of Cloud-based expenditure) 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 per cent and capital replacement ratio greater than 150 per cent.				
<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 outgoings are equivalent (each year)</li> <li>• sustainable transport reserve receipts and outgoings 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 rate capping. The Financial Plan assumes rate capping based inflation. 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 \$0.12 million reduction per annum in revenue.

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 \$0.12 million revenue loss).
- Lower than expected parking revenue, our second largest revenue source. Parking revenue is historically volatile and is impacted by the macroeconomic environment (a 1.0 per cent reduction in revenue from parking fees and fines equates to a \$0.38 million revenue loss).
- Pending community consultation, proposed parking fees for Fishermans Bend may vary to better manage demand. Parking income may therefore be impacted.
- 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 Minister for Planning has put permits on hold at Fishermans Bend until new planning controls are established, which has created uncertainty.
- Recent changes to the recycling sector due to policy changes imposed by China will have a permanent negative impact to local government.
- 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 10 year period. If necessary, we can also apply to the ESC for an above rates cap increase.

### Planning for growth

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

- 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.

Further proposed capital investment includes:

- a Sustainability Hub, which replaces our current depot and transfer station, and a new Advanced Waste Treatment Plant.

### Non-financial resources

#### Council culture

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

#### Council staff

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



## FINANCIAL STATEMENTS

This section presents our Financial Statements and Statement of Human Resources. Budget information for 2018/19 to 2021/22 has been extracted from the Strategic Resource Plan.

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

Comprehensive income statement	<b>173</b>
Income statement converted to cash	<b>174</b>
Balance sheet	<b>175</b>
Statement of changes in equity	<b>176</b>
Statement of cash flows	<b>178</b>
Statement of capital works	<b>180</b>
Budget 2018/19 capital projects	<b>182</b>
Works deferred from 2017/18	<b>186</b>
Summary of capital works expenditure 2018-22	<b>187</b>
2018-28 capital program	<b>191</b>
2018-22 operating projects	<b>197</b>
Schedule of reserve movements	<b>200</b>
Statement of human resources	<b>204</b>
Summary of planned human resources	<b>204</b>
Operating grants	<b>206</b>
Capital grants	<b>207</b>
Statement of borrowings	<b>207</b>

## Comprehensive income statement

Notes	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Income</b>											
Rates and charges	121,024	124,899	129,405	134,419	139,676	145,130	150,791	156,666	162,763	169,090	175,657
<b>Statutory fees and fines</b>											
Parking fines	18,357	19,451	19,840	20,237	20,642	21,055	21,476	21,906	22,344	22,791	23,247
Other statutory fees and fines	4,361	4,505	4,295	4,381	4,469	4,558	4,649	4,742	4,837	4,934	5,033
<b>User fees</b>											
Parking fees	16,799	18,287	19,370	20,238	21,338	21,914	22,506	23,114	23,738	24,379	24,976
Other user fees	17,602	19,907	20,155	19,389	19,910	20,446	20,995	21,560	22,139	22,734	23,291
Grants - operating	11,297	9,233	10,784	10,890	10,617	10,877	11,143	11,416	11,696	11,983	12,277
Grants - capital	3,931	3,573	3,792	1,444	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Contributions - monetary	1	8,749	7,124	4,833	7,444	5,123	5,191	5,312	5,391	5,433	5,465
Other income	15,982	14,477	14,978	15,912	15,240	15,742	16,138	17,101	17,353	17,993	18,418
<b>Total income</b>	<b>218,102</b>	<b>221,456</b>	<b>227,452</b>	<b>234,354</b>	<b>238,315</b>	<b>246,213</b>	<b>254,310</b>	<b>263,196</b>	<b>271,603</b>	<b>280,669</b>	<b>289,696</b>
<b>Expenses</b>											
Employee costs	87,705	95,582	97,100	98,190	99,173	102,917	106,922	111,036	115,730	120,126	124,690
Materials and services	2	74,292	83,036	83,912	81,708	80,245	81,702	84,748	87,974	90,807	93,862
Bad and doubtful debts	3,418	3,464	3,538	3,624	3,713	3,804	3,897	3,992	4,090	4,190	4,292
Depreciation and amortisation	24,430	25,338	26,280	27,323	28,412	29,538	30,702	31,905	33,149	34,435	35,764
Borrowing costs	460	450	520	550	580	714	744	774	804	834	864
Other expenses	3	16,867	8,214	8,150	8,334	8,513	8,722	8,936	9,155	8,879	9,096
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	4	7,736	4,335	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715
<b>Total expenses</b>	<b>214,908</b>	<b>220,419</b>	<b>222,214</b>	<b>222,444</b>	<b>223,351</b>	<b>230,112</b>	<b>238,664</b>	<b>247,551</b>	<b>256,174</b>	<b>265,258</b>	<b>275,890</b>
<b>Operating surplus/ (deficit) for the year</b>	<b>5</b>	<b>3,194</b>	<b>1,037</b>	<b>5,238</b>	<b>11,910</b>	<b>14,964</b>	<b>16,101</b>	<b>15,646</b>	<b>15,645</b>	<b>15,429</b>	<b>13,806</b>

### Notes

- Contributions - monetary** - The Budget 2018/19 includes \$3.0 million from the Development Contribution Plan (DCP) for Fishermans Bend Ferrars Street Precinct works. We also expect to receive \$2.5 million in 2020/21. Due to the uncertainty of planned works in Fishermans Bend, no further DCP are included in future years.
- Materials and services** - The Budget 2018/19 includes \$8.2 million of expenditure due to the technology shift to Cloud-based managed services, which will reclassify to operating expenditure rather than capital investment. A total \$23 million is planned over four financial years 2017/18 to 2020/21.
- Other expenses** - The forecast for 2017/18 includes a one-off \$8.95 million Council cash contribution for the Victorian Pride Centre to be situated in St Kilda.
- Net loss from disposal of property, infrastructure, plant and equipment** - The forecast for 2017/18 includes a property transfer as a part of Council's contribution to the Victorian Pride Centre (\$1.56 million) and a Committee of Management property to be relinquished (\$3.56 million).
- Operating Surplus for the year** - An operating surplus is expected in Budget 2018/19 impact by the item identified in note 2. Excluding this item would result in an operating surplus of \$9.2 million.

### Income statement converted to cash

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Operating surplus/ (deficit) for the year	3,194	1,037	5,238	11,910	14,964	16,101	15,646	15,645	15,429	15,411	13,806
<b>Adjustments for non-cash operating items</b>											
Add back depreciation	24,430	25,338	26,280	27,323	28,412	29,538	30,702	31,905	33,149	34,435	35,764
Add back written-down value of asset disposals	9,246	5,450	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	1,226	1,256	1,287	1,319	1,351	1,384	1,418	1,453	1,489
<b>Adjustments for investing items</b>											
Less capital expenditure (deferrals funded from reserves)	(27,850)	(42,950)	(54,421)	(41,962)	(43,939)	(44,662)	(46,301)	(47,965)	(49,765)	(51,956)	(53,529)
<b>Adjustments for financing items</b>											
Less loan repayments	-	-	-	-	(7,500)	-	-	-	-	-	-
Less lease repayments	(700)	(670)	(640)	(610)	(580)	(550)	(520)	(490)	(460)	(430)	(400)
Add new borrowings	-	-	-	-	7,500	-	-	-	-	-	-
<b>Adjustments for reserve movements</b>											
Statutory reserve drawdown/ (replenish)	(4,304)	1,109	(33)	197	2,206	189	198	-	-	-	-
Discretionary reserve drawdown/ (replenish)	(3,707)	7,775	19,285	(779)	(5,694)	(4,991)	(3,941)	(3,592)	(2,845)	(1,899)	(54)
<b>Cash surplus/(deficit) for the year</b>	<b>1,509</b>	<b>(1,711)</b>	<b>(65)</b>	<b>334</b>	<b>(344)</b>	<b>(56)</b>	<b>135</b>	<b>(113)</b>	<b>(74)</b>	<b>15</b>	<b>75</b>
Opening balance - cash surplus	880	2,389	678	612	947	603	547	682	569	495	510
<b>Closing cash surplus balance</b>	<b>2,389</b>	<b>678</b>	<b>612</b>	<b>947</b>	<b>603</b>	<b>547</b>	<b>682</b>	<b>569</b>	<b>495</b>	<b>510</b>	<b>585</b>

### Balance sheet

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	81,019	68,315	50,000	52,045	56,399	62,390	67,549	72,346	76,472	79,778	81,341
Trade and other receivables	12,641	12,666	12,693	12,724	12,755	12,786	12,817	12,848	12,879	12,911	12,943
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
Non-current assets classified as held for sale	797	797	797	797	797	797	797	797	797	797	797
Other assets	2,325	2,330	2,335	2,341	2,347	2,353	2,359	2,365	2,371	2,377	2,383
<b>Total current assets</b>	<b>100,782</b>	<b>88,108</b>	<b>69,825</b>	<b>71,907</b>	<b>76,298</b>	<b>82,326</b>	<b>87,522</b>	<b>92,356</b>	<b>96,519</b>	<b>99,863</b>	<b>101,464</b>
<b>Non-current assets</b>											
Investments in associates and joint ventures	332	332	332	332	332	332	332	332	332	332	332
Other financial assets	235	235	235	235	235	235	235	235	235	235	235
Property, infrastructure, plant and equipment	2,900,547	3,027,793	3,052,305	3,063,255	3,193,244	3,204,556	3,340,404	3,352,527	3,495,471	3,508,926	3,659,404
<b>Total non-current assets</b>	<b>2,901,114</b>	<b>3,028,360</b>	<b>3,052,872</b>	<b>3,063,822</b>	<b>3,193,811</b>	<b>3,205,123</b>	<b>3,340,971</b>	<b>3,353,094</b>	<b>3,496,038</b>	<b>3,509,493</b>	<b>3,659,971</b>
<b>Total assets</b>	<b>3,001,896</b>	<b>3,116,468</b>	<b>3,122,697</b>	<b>3,135,729</b>	<b>3,270,109</b>	<b>3,287,449</b>	<b>3,428,493</b>	<b>3,445,450</b>	<b>3,592,557</b>	<b>3,609,356</b>	<b>3,761,435</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	18,034	18,393	18,787	19,240	19,711	20,194	20,689	21,196	21,715	22,247	22,792
Trust funds and deposits	4,965	5,064	5,172	5,297	5,427	5,560	5,696	5,836	5,979	6,125	6,275
Provisions	16,308	16,765	17,218	17,717	18,266	18,832	19,416	20,018	20,639	21,279	21,939
Interest-bearing loans and borrowings	563	563	563	8,063	563	563	563	563	563	563	563
<b>Total current liabilities</b>	<b>39,870</b>	<b>40,785</b>	<b>41,740</b>	<b>50,317</b>	<b>43,967</b>	<b>45,149</b>	<b>46,364</b>	<b>47,613</b>	<b>48,896</b>	<b>50,214</b>	<b>51,569</b>
<b>Non-current liabilities</b>											
Provisions	2,872	2,952	3,032	3,120	3,217	3,317	3,420	3,526	3,635	3,748	3,864
Interest-bearing loans and borrowings	8,152	8,109	8,066	523	7,980	7,937	7,894	7,851	7,808	7,765	7,722
<b>Total non-current liabilities</b>	<b>11,024</b>	<b>11,061</b>	<b>11,098</b>	<b>3,643</b>	<b>11,197</b>	<b>11,254</b>	<b>11,314</b>	<b>11,377</b>	<b>11,443</b>	<b>11,513</b>	<b>11,586</b>
<b>Total liabilities</b>	<b>50,894</b>	<b>51,846</b>	<b>52,838</b>	<b>53,960</b>	<b>55,164</b>	<b>56,403</b>	<b>57,678</b>	<b>58,990</b>	<b>60,339</b>	<b>61,727</b>	<b>63,155</b>
<b>Net assets</b>	<b>2,951,002</b>	<b>3,064,622</b>	<b>3,069,859</b>	<b>3,081,769</b>	<b>3,214,945</b>	<b>3,231,046</b>	<b>3,370,815</b>	<b>3,386,460</b>	<b>3,532,218</b>	<b>3,547,629</b>	<b>3,698,280</b>
<b>Equity</b>											
Accumulated surplus	646,303	656,224	680,713	692,041	703,517	714,816	726,719	738,772	751,356	764,869	778,621
Asset revaluation reserve	2,251,661	2,364,244	2,364,244	2,364,244	2,482,456	2,482,456	2,606,579	2,606,579	2,736,908	2,736,908	2,873,753
Other reserves	53,038	44,154	24,902	25,484	28,972	33,774	37,517	41,109	43,954	45,852	45,906
<b>Total equity</b>	<b>2,951,002</b>	<b>3,064,622</b>	<b>3,069,859</b>	<b>3,081,769</b>	<b>3,214,945</b>	<b>3,231,046</b>	<b>3,370,815</b>	<b>3,386,460</b>	<b>3,532,218</b>	<b>3,547,629</b>	<b>3,698,280</b>



Statement of changes in equity

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
<b>2019</b>				
Balance at beginning of the financial year	2,951,002	646,303	2,251,661	53,038
Comprehensive result	879	879	-	-
Net asset revaluation increment (decrement)	112,583	-	112,583	-
Transfer to other reserves	-	(13,880)	-	13,880
Transfer from other reserves	-	22,764	-	(22,764)
<b>Balance at end of the financial year</b>	<b>3,064,464</b>	<b>656,066</b>	<b>2,364,244</b>	<b>44,154</b>
<b>2020</b>				
Balance at beginning of the financial year	3,064,622	656,224	2,364,244	44,154
Comprehensive result	5,238	5,238	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(11,502)	-	11,502
Transfer from other reserves	-	30,754	-	(30,754)
<b>Balance at end of the financial year</b>	<b>3,069,859</b>	<b>680,713</b>	<b>2,364,244</b>	<b>24,902</b>
<b>2021</b>				
Balance at beginning of the financial year	3,069,859	680,713	2,364,244	24,902
Comprehensive result	11,910	11,910	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(15,464)	-	15,464
Transfer from other reserves	-	14,882	-	(14,882)
<b>Balance at end of the financial year</b>	<b>3,081,769</b>	<b>692,041</b>	<b>2,364,244</b>	<b>25,484</b>
<b>2022</b>				
Balance at beginning of the financial year	3,081,769	692,041	2,364,244	25,484
Comprehensive result	14,964	14,964	-	-
Net asset revaluation increment (decrement)	118,212	-	118,212	-
Transfer to other reserves	-	(13,194)	-	13,194
Transfer from other reserves	-	9,706	-	(9,706)
<b>Balance at end of the financial year</b>	<b>3,214,945</b>	<b>703,517</b>	<b>2,482,456</b>	<b>28,972</b>
<b>2023</b>				
Balance at beginning of the financial year	3,214,945	703,517	2,482,456	28,972
Comprehensive result	16,101	16,101	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(12,472)	-	12,472
Transfer from other reserves	-	7,670	-	(7,670)
<b>Balance at end of the financial year</b>	<b>3,231,046</b>	<b>714,816</b>	<b>2,482,456</b>	<b>33,774</b>

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
<b>2024</b>				
Balance at beginning of the financial year	3,231,046	714,816	2,482,456	33,774
Comprehensive result	15,646	15,646	-	-
Net asset revaluation increment (decrement)	124,123	-	124,123	-
Transfer to other reserves	-	(11,543)	-	11,543
Transfer from other reserves	-	7,800	-	(7,800)
<b>Balance at end of the financial year</b>	<b>3,370,815</b>	<b>726,719</b>	<b>2,606,579</b>	<b>37,517</b>
<b>2025</b>				
Balance at beginning of the financial year	3,370,815	726,719	2,606,579	37,517
Comprehensive result	15,645	15,645	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(11,273)	-	11,273
Transfer from other reserves	-	7,681	-	(7,681)
<b>Balance at end of the financial year</b>	<b>3,386,460</b>	<b>738,772</b>	<b>2,606,579</b>	<b>41,109</b>
<b>2026</b>				
Balance at beginning of the financial year	3,386,460	738,772	2,606,579	41,109
Comprehensive result	15,429	15,429	-	-
Net asset revaluation increment (decrement)	130,329	-	130,329	-
Transfer to other reserves	-	(10,568)	-	10,568
Transfer from other reserves	-	7,723	-	(7,723)
<b>Balance at end of the financial year</b>	<b>3,532,218</b>	<b>751,356</b>	<b>2,736,908</b>	<b>43,954</b>
<b>2027</b>				
Balance at beginning of the financial year	3,532,218	751,356	2,736,908	43,954
Comprehensive result	15,411	15,411	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(10,453)	-	10,453
Transfer from other reserves	-	8,555	-	(8,555)
<b>Balance at end of the financial year</b>	<b>3,547,629</b>	<b>764,869</b>	<b>2,736,908</b>	<b>45,852</b>
<b>2028</b>				
Balance at beginning of the financial year	3,547,629	764,869	2,736,908	45,852
Comprehensive result	13,806	13,806	-	-
Net asset revaluation increment (decrement)	136,845	-	136,845	-
Transfer to other reserves	-	(10,441)	-	10,441
Transfer from other reserves	-	10,387	-	(10,387)
<b>Balance at end of the financial year</b>	<b>3,698,280</b>	<b>778,621</b>	<b>2,873,753</b>	<b>45,907</b>

### Statement of cash flows

Notes	Forecast	Budget	Projections											
	\$,000	\$,000	\$,000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Cash flows from operating activities</b>														
Rates and charges	121,024	124,899	129,405	134,419	139,676	145,130	150,791	156,666	162,763	169,090	175,657			
<b>Statutory fees and fines</b>														
Parking fines	15,030	16,078	16,393	16,704	17,020	17,342	17,670	18,005	18,345	18,692	19,046			
Other statutory fees and fines	4,359	4,503	4,293	4,379	4,467	4,556	4,647	4,740	4,835	4,932	5,031			
<b>User fees</b>														
Parking fees	16,792	18,280	19,363	20,231	21,331	21,907	22,499	23,107	23,731	24,372	24,969			
Other user fees	17,495	19,800	20,046	19,276	19,797	20,333	20,882	21,447	22,026	22,620	23,177			
Grants - operating	11,297	9,233	10,784	10,890	10,617	10,877	11,143	11,416	11,696	11,983	12,277			
Grants - capital	3,931	3,573	3,792	1,444	1,300	1,300	1,300	1,300	1,300	1,300	1,300			
Contributions - monetary	8,749	7,124	4,833	7,444	5,123	5,191	5,312	5,391	5,433	5,465	5,497			
Other receipts	15,977	14,472	14,973	15,906	15,234	15,736	16,132	17,095	17,347	17,987	18,412			
Net trust funds taken/(repaid)	97	99	108	125	130	133	136	140	143	146	150			
Employee costs	(87,183)	(95,045)	(96,567)	(97,603)	(98,527)	(102,251)	(106,235)	(110,328)	(115,000)	(119,373)	(123,914)			
Materials and services	(72,740)	(81,477)	(82,292)	(79,999)	(78,487)	(79,900)	(82,902)	(86,083)	(88,870)	(91,877)	(96,212)			
Other payments	1	(16,867)	(8,214)	(8,150)	(8,334)	(8,513)	(8,722)	(8,936)	(9,155)	(8,879)	(9,096)	(9,319)		
<b>Net cash provided by operating activities</b>	<b>37,961</b>	<b>33,325</b>	<b>36,982</b>	<b>44,882</b>	<b>49,168</b>	<b>51,632</b>	<b>52,439</b>	<b>53,741</b>	<b>54,870</b>	<b>56,241</b>	<b>56,071</b>			
<b>Cash flows from investing activities</b>														
Payments for property, infrastructure, plant and equipment	2	(27,850)	(46,024)	(54,421)	(41,962)	(43,939)	(44,662)	(46,301)	(47,965)	(49,765)	(51,956)	(53,529)		
Proceeds from the sale of property, infrastructure, plant and equipment		1,510	1,115	285	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>(26,340)</b>	<b>(44,909)</b>	<b>(54,136)</b>	<b>(41,677)</b>	<b>(43,654)</b>	<b>(44,377)</b>	<b>(46,016)</b>	<b>(47,680)</b>	<b>(49,480)</b>	<b>(51,671)</b>	<b>(53,244)</b>			

Notes	Forecast	Budget	Projections											
	\$,000	\$,000	\$,000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Cash flows from financing activities</b>														
Finance costs		(460)	(450)	(520)	(550)	(580)	(714)	(744)	(774)	(804)	(834)	(864)		
Proceeds from borrowings	3	-	-	-	7,500	-	-	-	-	-	-	-	-	-
Repayment of borrowings	3	(700)	(670)	(640)	(610)	(8,080)	(550)	(520)	(490)	(460)	(430)	(400)		
<b>Net cash provided by / (used in) financing activities</b>		<b>(1,160)</b>	<b>(1,120)</b>	<b>(1,160)</b>	<b>(1,160)</b>	<b>(1,160)</b>	<b>(1,264)</b>	<b>(1,264)</b>	<b>(1,264)</b>	<b>(1,264)</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>10,461</b>	<b>(12,704)</b>	<b>(18,314)</b>	<b>2,045</b>	<b>4,354</b>	<b>5,991</b>	<b>5,159</b>	<b>4,797</b>	<b>4,126</b>	<b>3,306</b>	<b>1,563</b>		
Cash and cash equivalents at beginning of year		70,558	81,019	68,315	50,000	52,045	56,399	62,390	67,549	72,346	76,472	79,778		
<b>Cash and cash equivalents at end of year</b>		<b>81,019</b>	<b>68,315</b>	<b>50,000</b>	<b>52,045</b>	<b>56,399</b>	<b>62,390</b>	<b>67,549</b>	<b>72,346</b>	<b>76,472</b>	<b>79,778</b>	<b>81,341</b>		

**Notes**

- Other payments** - Budget 2017/18 includes a one-off \$8.95 million Council cash contribution for the Victorian Pride Centre to be situated in St Kilda.
- Payments for property, infrastructure, plant and equipment** - Financial year 2019/20 includes \$14.5 million to purchase land for a Sustainability Hub.
- 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								
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Property</b>											
Land	-	3,000	14,500	-	-	-	-	-	-	-	-
Land improvements (marine assets)	-	-	-	-	-	-	-	-	-	-	-
<b>Total land</b>	<b>-</b>	<b>3,000</b>	<b>14,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Building improvements	9,007	14,377	17,014	16,035	17,481	17,409	17,536	17,966	18,706	19,364	20,299
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	<b>9,007</b>	<b>14,377</b>	<b>17,014</b>	<b>16,035</b>	<b>17,481</b>	<b>17,409</b>	<b>17,536</b>	<b>17,966</b>	<b>18,706</b>	<b>19,364</b>	<b>20,299</b>
<b>Total property</b>	<b>9,007</b>	<b>17,377</b>	<b>31,514</b>	<b>16,035</b>	<b>17,481</b>	<b>17,409</b>	<b>17,536</b>	<b>17,966</b>	<b>18,706</b>	<b>19,364</b>	<b>20,299</b>
<b>Plant and equipment</b>											
Plant, machinery and equipment	1,801	1,104	1,256	1,024	820	840	861	882	904	926	949
Fixtures, fittings and furniture	35	330	-	-	-	50	51	52	53	54	55
Computers and telecommunications	2,124	950	388	430	461	772	791	810	830	850	871
Heritage and artworks	30	30	31	31	31	32	33	34	35	36	37
Library books	785	835	853	855	855	876	897	919	942	965	989
Motor vehicles	1,058	1,089	1,353	1,341	849	870	891	913	935	958	981
<b>Total plant and equipment</b>	<b>5,833</b>	<b>4,338</b>	<b>3,881</b>	<b>3,681</b>	<b>3,016</b>	<b>3,440</b>	<b>3,524</b>	<b>3,610</b>	<b>3,699</b>	<b>3,789</b>	<b>3,882</b>
<b>Infrastructure</b>											
Roads	5,523	4,314	4,586	4,219	5,696	5,336	5,467	5,601	5,738	5,879	6,023
Footpaths and cycleways	1,680	1,785	3,275	2,400	2,500	2,861	2,931	3,003	3,077	3,152	3,229
Drainage	1,358	4,315	1,685	2,355	3,619	4,148	4,582	4,694	4,809	4,927	5,048
Parks, open space and streetscapes	4,692	10,561	9,213	13,006	11,361	11,195	11,981	12,804	13,442	14,544	14,740
Other infrastructure	260	260	266	266	266	273	280	287	294	301	308
<b>Total infrastructure</b>	<b>13,513</b>	<b>21,235</b>	<b>19,026</b>	<b>22,246</b>	<b>23,442</b>	<b>23,813</b>	<b>25,241</b>	<b>26,389</b>	<b>27,360</b>	<b>28,803</b>	<b>29,348</b>
<b>Total capital works expenditure</b>	<b>27,850</b>	<b>42,950</b>	<b>54,421</b>	<b>41,962</b>	<b>43,939</b>	<b>44,662</b>	<b>46,301</b>	<b>47,965</b>	<b>49,765</b>	<b>51,956</b>	<b>53,529</b>

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Represented by</b>											
New asset expenditure	1,922	8,456	19,929	5,188	4,880	2,661	2,734	2,851	2,977	3,130	3,182
Asset renewal expenditure	16,008	19,623	20,243	20,751	22,032	24,839	26,011	26,926	27,916	29,121	29,816
Asset expansion expenditure	2,705	2,983	3,113	3,068	3,285	6,323	6,468	6,701	6,953	7,260	7,564
Asset upgrade expenditure	7,215	11,888	11,136	12,955	13,742	10,839	11,088	11,488	11,920	12,445	12,967
<b>Total capital works expenditure</b>	<b>27,850</b>	<b>42,950</b>	<b>54,421</b>	<b>41,962</b>	<b>43,939</b>	<b>44,662</b>	<b>46,301</b>	<b>47,965</b>	<b>49,765</b>	<b>51,956</b>	<b>53,529</b>
<b>Funding sources represented by</b>											
Grants	3,931	3,573	3,792	1,444	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Contributions	3,389	2,964	-	2,500	-	-	-	-	-	-	-
Reserves	7,998	15,786	24,417	11,182	9,706	7,670	7,800	7,681	7,723	7,755	7,787
Council cash	12,532	20,627	26,212	26,836	32,933	35,692	37,201	38,984	40,742	42,901	44,442
Borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Total capital works expenditure</b>	<b>27,850</b>	<b>42,950</b>	<b>54,421</b>	<b>41,962</b>	<b>43,939</b>	<b>44,662</b>	<b>46,301</b>	<b>47,965</b>	<b>49,765</b>	<b>51,956</b>	<b>53,529</b>

Budget 2018/19 capital projects

Capital works area	Budget \$,000		Asset expenditure types \$,000				Funding sources \$,000					
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Property</b>												
<b>Land</b>												
Land Acquisition - Sustainability Hub	0	3,000	3,000	3,000	0	0	0	0	0	3,000	0	0
<b>Total buildings</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>
<b>Buildings</b>												
Adventure Playgrounds Upgrade	140	0	140	0	0	0	0	0	0	0	140	0
Building Renewal and Upgrade Program	330	1,870	2,200	0	1,309	374	187	0	0	0	2,200	0
Building Safety and Accessibility Program	200	1,425	1,625	143	713	570	0	0	0	200	1,425	0
EcoCentre Redevelopment	0	200	200	0	0	100	100	0	0	0	200	0
Energy Efficiency and Solar Program	50	450	500	0	0	225	225	0	0	0	500	0
JL Murphy Reserve Pavilion Upgrade	200	1,168	1,368	0	467	701	0	400	0	0	968	0
Palais Theatre Renewal and Upgrades	50	100	150	0	50	50	0	0	0	150	0	0
Peanut Farm Reserve Sports Pavilion Upgrade	150	537	687	0	215	215	107	200	0	0	487	0
South Melb Community Centre Upgrade	50	127	177	0	89	19	19	0	0	0	177	0
South Melb Life Saving Club Redevelopment	200	3,500	3,700	0	1,050	2,100	350	1,000	0	413	2,287	0
South Melb Market Building Compliance	350	150	500	0	60	90	0	0	0	0	500	0
South Melb Market Renewal Program	20	180	200	18	108	54	0	0	0	0	200	0
South Melb Market Solar Installation	50	467	517	374	0	93	0	0	0	0	517	0
South Melb Market Stall Changeover Refits	25	100	125	0	60	40	0	0	0	0	125	0
South Melb Town Hall Lifts Upgrade	0	560	560	0	448	112	0	0	0	0	560	0
<b>Total buildings</b>	<b>1,815</b>	<b>10,834</b>	<b>12,649</b>	<b>534</b>	<b>4,568</b>	<b>4,743</b>	<b>988</b>	<b>1,600</b>	<b>0</b>	<b>763</b>	<b>10,286</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>1,815</b>	<b>13,834</b>	<b>15,649</b>	<b>3,534</b>	<b>4,568</b>	<b>4,743</b>	<b>988</b>	<b>1,600</b>	<b>0</b>	<b>3,763</b>	<b>10,286</b>	<b>0</b>

Capital works area	Budget \$,000		Asset expenditure types \$,000				Funding sources \$,000					
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Plant and equipment</b>												
<b>Plant, machinery and equipment</b>												
Electric Vehicle Charging Infrastructure Program	0	40	40	40	0	0	0	0	0	0	40	0
Little Grey Street Precinct CCTV	0	315	315	0	315	0	0	315	0	0	0	0
Library Radio Frequency Identification Equipment Replacement	0	90	90	0	90	0	0	0	0	0	90	0
Parking Technology Renewal and Upgrade Program	130	659	789	165	165	165	165	0	0	0	789	0
<b>Total plant, machinery and equipment</b>	<b>130</b>	<b>1,104</b>	<b>1,234</b>	<b>205</b>	<b>570</b>	<b>165</b>	<b>165</b>	<b>315</b>	<b>0</b>	<b>0</b>	<b>919</b>	<b>0</b>
<b>Fixtures, fittings and furniture</b>												
Gasworks Theatre Seats Replacement	0	330	330	0	264	66	0	0	0	0	330	0
<b>Total fixtures, fittings and furniture</b>	<b>0</b>	<b>330</b>	<b>330</b>	<b>0</b>	<b>264</b>	<b>66</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>330</b>	<b>0</b>
<b>Computers and telecommunications</b>												
Core IT Infrastructure Renewal and Upgrade Program	50	950	1,000	0	570	380	0	0	0	0	1,000	0
<b>Total computers and telecommunications</b>	<b>50</b>	<b>950</b>	<b>1,000</b>	<b>0</b>	<b>570</b>	<b>380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>
<b>Heritage plant and equipment</b>												
Art Acquisition	0	30	30	30	0	0	0	0	0	0	30	0
<b>Total heritage plant and equipment</b>	<b>0</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>
<b>Library books</b>												
Library Purchases	0	835	835	0	668	0	167	0	0	0	835	0
<b>Total library books</b>	<b>0</b>	<b>835</b>	<b>835</b>	<b>0</b>	<b>668</b>	<b>0</b>	<b>167</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>835</b>	<b>0</b>
<b>Motor vehicles</b>												
Council Fleet Renewal Program	0	1,089	1,089	0	1,035	0	54	0	0	0	1,089	0
<b>Total motor vehicles</b>	<b>0</b>	<b>1,089</b>	<b>1,089</b>	<b>0</b>	<b>1,035</b>	<b>0</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,089</b>	<b>0</b>
<b>Total plant and equipment</b>	<b>180</b>	<b>4,338</b>	<b>4,518</b>	<b>235</b>	<b>3,106</b>	<b>611</b>	<b>386</b>	<b>315</b>	<b>0</b>	<b>0</b>	<b>4,203</b>	<b>0</b>



Budget 2018/19 capital projects

Capital works area	Budget \$,000		Asset expenditure types \$,000					Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Infrastructure</b>												
<b>Roads</b>												
Blackspot Safety Improvements	100	434	534	0	326	109	0	534	0	0	0	0
Kerb and Gutter Renewal Program	0	500	500	0	500	0	0	0	0	0	500	0
Laneway Renewal and Upgrade Program	0	570	570	0	285	285	0	0	0	0	570	0
Road Renewal Program	300	2,400	2,700	0	2,160	240	0	344	0	0	2,356	0
St Kilda Junction Safety Upgrade	60	10	70	0	2	8	0	0	0	30	40	0
Wellington Street Upgrade - Intersection Improvements	50	400	450	0	100	300	0	0	0	0	450	0
<b>Total roads</b>	<b>510</b>	<b>4,314</b>	<b>4,824</b>	<b>0</b>	<b>3,373</b>	<b>942</b>	<b>0</b>	<b>878</b>	<b>0</b>	<b>30</b>	<b>3,916</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	700	0	0	0	0	0	700	0
Kerferd Road Safety Improvements	100	75	175	8	38	30	0	0	0	0	175	0
Walk Plan and Bike Plan Implementation	450	1,010	1,460	60	248	475	228	290	0	1,000	170	0
<b>Total footpaths and cycleways</b>	<b>550</b>	<b>1,785</b>	<b>2,335</b>	<b>68</b>	<b>985</b>	<b>505</b>	<b>228</b>	<b>290</b>	<b>0</b>	<b>1,000</b>	<b>1,045</b>	<b>0</b>
<b>Drainage</b>												
Albert Park Stormwater Harvesting Development	0	100	100	100	0	0	0	0	0	0	100	0
Alma Park Stormwater Harvesting Development	100	2,715	2,815	2,172	0	0	543	255	0	1,280	1,280	0
Stormwater Management Program	150	1,200	1,350	0	960	240	0	0	0	163	1,187	0
Water Sensitive Urban Design Program	0	300	300	0	240	60	0	0	0	0	300	0
<b>Total drainage</b>	<b>250</b>	<b>4,315</b>	<b>4,565</b>	<b>2,272</b>	<b>1,200</b>	<b>300</b>	<b>543</b>	<b>255</b>	<b>0</b>	<b>1,443</b>	<b>2,867</b>	<b>0</b>
<b>Parks, open space and streetscapes</b>												
Foreshore Assets Renewal and Upgrade Program	25	195	220	10	146	39	0	120	0	50	50	0
FSECP - Construction of Montague Park	100	1,500	1,600	1,500	0	0	0	0	1,098	502	0	0
FSECP - Streetscape Upgrade	165	2,269	2,434	340	794	1,135	0	0	1,866	568	0	0
Gasworks Arts Park Reinstatement	0	20	20	0	10	10	0	0	0	20	0	0

Capital works area	Budget \$,000		Asset expenditure types \$,000					Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
Graham Street Skate Park Upgrade	0	15	15	0	0	15	0	0	0	15	0	0
Informal Sport and Recreation Infrastructure	15	10	25	10	0	0	0	0	0	0	25	0
JL Murphy Reserve Playspace Upgrade	10	30	40	0	6	24	0	0	0	40	0	0
Litter Bin Renewal and Expansion Program	0	270	270	0	216	27	27	0	0	0	270	0
Maritime Infrastructure Renewal Program	200	550	750	0	440	110	0	0	0	0	750	0
Northport Oval Upgrade	350	1,600	1,950	0	800	800	0	0	0	875	1,075	0
Open Space Irrigation Renewal and Upgrade Program	50	300	350	0	150	150	0	0	0	300	50	0
Outdoor Fitness Station Program	0	107	107	107	0	0	0	0	0	107	0	0
Parks and Playground Renewal and Upgrade Program	400	940	1,340	0	376	470	94	75	0	935	330	0
Parks Furniture and Pathway Renewal Program	50	300	350	0	240	60	0	0	0	175	175	0
Public Space Accessibility Improvement Program	100	250	350	0	50	150	50	0	0	350	0	0
Public Space Lighting Renewal and Upgrade Program	100	500	600	0	400	100	0	0	0	600	0	0
Public Space Security Improvements	100	250	350	250	0	0	0	0	0	0	350	0
Recreation Reserves Facilities Renewal Program	50	100	150	0	80	20	0	40	0	110	0	0
Sports Fields Lighting Expansion	55	200	255	40	0	0	160	0	0	255	0	0
<b>Total parks, open space and streetscapes</b>	<b>1,770</b>	<b>9,406</b>	<b>11,176</b>	<b>2,257</b>	<b>3,708</b>	<b>3,110</b>	<b>331</b>	<b>235</b>	<b>2,964</b>	<b>4,902</b>	<b>3,075</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>
<b>Other infrastructure</b>												
Street Signage and Furniture Renewal Program	100	260	360	0	208	52	0	0	0	0	360	0
<b>Total other infrastructure</b>	<b>100</b>	<b>260</b>	<b>360</b>	<b>0</b>	<b>208</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>360</b>	<b>0</b>
<b>Total infrastructure</b>	<b>3,180</b>	<b>20,080</b>	<b>23,260</b>	<b>4,597</b>	<b>9,474</b>	<b>4,908</b>	<b>1,102</b>	<b>1,658</b>	<b>2,964</b>	<b>7,375</b>	<b>11,263</b>	<b>0</b>
<b>Total capital works 2018/19</b>	<b>5,175</b>	<b>38,252</b>	<b>43,427</b>	<b>8,365</b>	<b>17,149</b>	<b>10,262</b>	<b>2,476</b>	<b>3,573</b>	<b>2,964</b>	<b>11,138</b>	<b>25,752</b>	<b>0</b>
<b>Summary</b>												
Property	1,815	13,834	15,649	3,534	4,568	4,743	988	1,600	0	3,763	10,286	0
Plant and equipment	180	4,338	4,518	235	3,106	611	386	315	0	0	4,203	0
Infrastructure	3,180	20,080	23,260	4,597	9,474	4,908	1,102	1,658	2,964	7,375	11,263	0
<b>Total capital works</b>	<b>5,175</b>	<b>38,252</b>	<b>43,427</b>	<b>8,365</b>	<b>17,149</b>	<b>10,262</b>	<b>2,476</b>	<b>3,573</b>	<b>2,964</b>	<b>11,138</b>	<b>25,752</b>	<b>0</b>

Works deferred from 2017/18

Capital works area	Budget \$,000		Asset expenditure types \$,000					Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Property</b>												
<b>Buildings</b>												
Building Renewal and Upgrade Program	0	410	410	0	287	82	41	0	0	410	0	0
Linden New Art Upgrade	0	285	285	0	114	171	0	0	0	215	70	0
Peanut Farm Reserve Sports Pavilion Upgrade	0	1,895	1,895	0	758	758	379	0	0	1,895	0	0
South Melbourne Community Centre Upgrade	0	577	577	0	404	87	87	0	0	577	0	0
South Melbourne Market Building Compliance	0	263	263	0	105	158	0	0	0	263	0	0
South Melbourne Market Solar Installation	0	113	113	90	0	23	0	0	0	113	0	0
<b>Total buildings</b>	<b>0</b>	<b>3,543</b>	<b>3,543</b>	<b>90</b>	<b>1,668</b>	<b>1,278</b>	<b>507</b>	<b>0</b>	<b>0</b>	<b>3,473</b>	<b>70</b>	<b>0</b>
<b>Infrastructure</b>												
<b>Parks, open space and streetscapes</b>												
Carlisle St Tram Stop Upgrade	0	170	170	0	68	102	0	0	0	170	0	0
Carlo Catani Wall Rectification	0	525	525	0	394	131	0	0	0	525	0	0
Elwood Public Space Wall	0	240	240	0	180	60	0	0	0	240	0	0
Fitzroy St Streetscape Upgrade Stage 2	20	180	200	0	135	45	0	0	0	200	0	0
Public Space Lighting Expansion	0	40	40	0	30	10	0	0	0	40	0	0
<b>Total parks, open space and streetscapes</b>	<b>20</b>	<b>1,155</b>	<b>1,175</b>	<b>0</b>	<b>807</b>	<b>348</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,175</b>	<b>0</b>	<b>0</b>
<b>Total infrastructure</b>	<b>20</b>	<b>1,155</b>	<b>1,175</b>	<b>0</b>	<b>807</b>	<b>348</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,175</b>	<b>0</b>	<b>0</b>
<b>Total capital works carried forward from 2017/18</b>	<b>20</b>	<b>4,698</b>	<b>4,718</b>	<b>90</b>	<b>2,475</b>	<b>1,626</b>	<b>507</b>	<b>0</b>	<b>0</b>	<b>4,648</b>	<b>70</b>	<b>0</b>
<b>Summary</b>												
Property	1,815	17,377	19,192	3,625	6,237	6,021	1,495	1,600	0	7,236	10,356	0
Plant and equipment	180	4,338	4,518	235	3,106	611	386	315	0	0	4,203	0
Infrastructure	3,200	21,235	24,435	4,597	10,281	5,256	1,102	1,658	2,964	8,550	11,263	0
<b>Total Capital Works including carry forwards</b>	<b>5,195</b>	<b>42,950</b>	<b>48,145</b>	<b>8,456</b>	<b>19,623</b>	<b>11,888</b>	<b>2,983</b>	<b>3,573</b>	<b>2,964</b>	<b>15,786</b>	<b>25,822</b>	<b>0</b>

Summary of capital works expenditure 2018-22

Capital works 2018/19	Budget \$,000		Asset expenditure types \$,000					Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Property</b>												
Land	0	3,000	3,000	3,000	0	0	0	0	0	3,000	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	1,815	14,377	16,192	625	6,237	6,021	1,495	1,600	0	4,236	10,356	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>1,815</b>	<b>17,377</b>	<b>19,192</b>	<b>3,625</b>	<b>6,237</b>	<b>6,021</b>	<b>1,495</b>	<b>1,600</b>	<b>0</b>	<b>7,236</b>	<b>10,356</b>	<b>0</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	130	1,104	1,234	205	570	165	165	315	0	0	919	0
Fixtures, fittings and furniture	0	330	330	0	264	66	0	0	0	0	330	0
Computers and telecommunications	50	950	1,000	0	570	380	0	0	0	0	1,000	0
Heritage plant and equipment	0	30	30	30	0	0	0	0	0	0	30	0
Library books	0	835	835	0	668	0	167	0	0	0	835	0
Motor vehicles	0	1,089	1,089	0	1,035	0	54	0	0	0	1,089	0
<b>Total plant and equipment</b>	<b>180</b>	<b>4,338</b>	<b>4,518</b>	<b>235</b>	<b>3,106</b>	<b>611</b>	<b>386</b>	<b>315</b>	<b>0</b>	<b>0</b>	<b>4,203</b>	<b>0</b>
<b>Infrastructure</b>												
Roads	510	4,314	4,824	0	3,373	942	0	878	0	30	3,916	0
Bridges	0	0	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	550	1,785	2,335	68	985	505	228	290	0	1,000	1,045	0
Drainage	250	4,315	4,565	2,272	1,200	300	543	255	0	1,443	2,867	0
Parks, open space and streetscapes	1,790	10,561	12,351	2,257	4,515	3,458	331	235	2,964	6,077	3,075	0
Off-street car parks	0	0	0	0	0	0	0	0	0	0	0	0
Other infrastructure	100	260	360	0	208	52	0	0	0	0	360	0
<b>Total infrastructure</b>	<b>3,200</b>	<b>21,235</b>	<b>24,435</b>	<b>4,597</b>	<b>10,281</b>	<b>5,256</b>	<b>1,102</b>	<b>1,658</b>	<b>2,964</b>	<b>8,550</b>	<b>11,263</b>	<b>0</b>
<b>Total capital works expenditure 2018/19</b>	<b>5,195</b>	<b>42,950</b>	<b>48,145</b>	<b>8,456</b>	<b>19,623</b>	<b>11,888</b>	<b>2,983</b>	<b>3,573</b>	<b>2,964</b>	<b>15,786</b>	<b>25,822</b>	<b>0</b>

### Summary of capital works expenditure 2018-22

	Budget \$,000		Asset expenditure types \$,000					Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Capital works 2019/20</b>												
<b>Property</b>												
Land	0	14,500	14,500	14,500	0	0	0	0	0	14,500	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	1,700	17,014	18,714	2,185	7,381	5,679	1,769	1,798	0	1,880	15,036	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>1,700</b>	<b>31,514</b>	<b>33,214</b>	<b>16,685</b>	<b>7,381</b>	<b>5,679</b>	<b>1,769</b>	<b>1,798</b>	<b>0</b>	<b>16,380</b>	<b>15,036</b>	<b>0</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	50	1,256	1,306	233	648	187	187	0	0	0	1,306	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	20	388	408	0	233	155	0	0	0	0	408	0
Heritage plant and equipment	0	31	31	31	0	0	0	0	0	0	31	0
Library books	0	853	853	0	682	0	171	0	0	0	853	0
Motor vehicles	0	1,353	1,353	0	1,286	0	68	0	0	0	1,353	0
<b>Total plant and equipment</b>	<b>70</b>	<b>3,881</b>	<b>3,951</b>	<b>264</b>	<b>2,849</b>	<b>343</b>	<b>426</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,951</b>	<b>0</b>
<b>Infrastructure</b>												
Roads	150	4,586	4,736	0	3,585	1,001	0	744	0	470	3,522	0
Bridges	0	0	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	500	3,275	3,775	124	1,807	927	417	1,250	0	1,000	1,525	0
Drainage	100	1,685	1,785	887	469	117	212	0	0	75	1,710	0
Parks, open space and streetscapes	1,710	9,213	10,923	1,969	3,939	3,016	289	0	0	6,492	4,431	0
Off-street car parks	0	0	0	0	0	0	0	0	0	0	0	0
Other infrastructure	100	266	366	0	212	53	0	0	0	0	366	0
<b>Total infrastructure</b>	<b>2,560</b>	<b>19,025</b>	<b>21,585</b>	<b>2,980</b>	<b>10,012</b>	<b>5,114</b>	<b>918</b>	<b>1,994</b>	<b>0</b>	<b>8,037</b>	<b>11,554</b>	<b>0</b>
<b>Total capital works expenditure 2019/20</b>	<b>4,330</b>	<b>54,421</b>	<b>58,751</b>	<b>19,929</b>	<b>20,242</b>	<b>11,136</b>	<b>3,113</b>	<b>3,792</b>	<b>0</b>	<b>24,417</b>	<b>30,541</b>	<b>0</b>

	Budget \$,000		Asset expenditure types \$,000					Funding sources \$,000				
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Capital works 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	980	16,035	17,015	857	6,956	6,555	1,667	500	0	1,400	15,115	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>980</b>	<b>16,035</b>	<b>17,015</b>	<b>857</b>	<b>6,956</b>	<b>6,555</b>	<b>1,667</b>	<b>500</b>	<b>0</b>	<b>1,400</b>	<b>15,115</b>	<b>0</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	50	1,024	1,074	190	529	153	153	0	0	0	1,074	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	25	430	455	0	258	172	0	0	0	0	455	0
Heritage plant and equipment	0	31	31	31	0	0	0	0	0	0	31	0
Library books	0	855	855	0	684	0	171	0	0	0	855	0
Motor vehicles	0	1,341	1,341	0	1,274	0	67	0	0	0	1,341	0
<b>Total plant and equipment</b>	<b>75</b>	<b>3,681</b>	<b>3,756</b>	<b>221</b>	<b>2,744</b>	<b>325</b>	<b>391</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,756</b>	<b>0</b>
<b>Infrastructure</b>												
Roads	50	4,219	4,269	0	3,298	921	0	744	0	0	3,525	0
Bridges	0	0	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	600	2,400	3,000	91	1,324	679	306	200	0	1,100	1,700	0
Drainage	200	2,355	2,555	1,240	655	164	296	0	0	450	2,105	0
Parks, open space and streetscapes	2,575	13,006	15,581	2,780	5,560	4,258	408	0	2,500	8,232	4,849	0
Off-street car parks	0	0	0	0	0	0	0	0	0	0	0	0
Other infrastructure	100	266	366	0	213	53	0	0	0	0	366	0
<b>Total infrastructure</b>	<b>3,525</b>	<b>22,247</b>	<b>25,772</b>	<b>4,111</b>	<b>11,051</b>	<b>6,075</b>	<b>1,010</b>	<b>944</b>	<b>2,500</b>	<b>9,782</b>	<b>12,546</b>	<b>0</b>
<b>Total capital works expenditure 2020/21</b>	<b>4,580</b>	<b>41,962</b>	<b>46,542</b>	<b>5,188</b>	<b>20,751</b>	<b>12,955</b>	<b>3,068</b>	<b>1,444</b>	<b>2,500</b>	<b>11,182</b>	<b>31,416</b>	<b>0</b>



### Summary of capital works expenditure 2018-22

	Budget \$,000		Asset expenditure types \$,000				Funding sources \$,000					
	Operating cost	Capital Cost	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
<b>Capital works 2021/22</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	1,380	17,481	18,861	270	7,933	7,461	1,818	700	0	1,400	16,761	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>1,380</b>	<b>17,481</b>	<b>18,861</b>	<b>270</b>	<b>7,933</b>	<b>7,461</b>	<b>1,818</b>	<b>700</b>	<b>0</b>	<b>1,400</b>	<b>16,761</b>	<b>0</b>
<b>Plant and equipment</b>												
Plant, machinery and equipment	50	820	870	152	423	122	122	0	0	0	870	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	25	461	486	0	277	184	0	0	0	0	486	0
Heritage plant and equipment	0	31	31	31	0	0	0	0	0	0	31	0
Library books	0	855	855	0	684	0	171	0	0	0	855	0
Motor vehicles	0	849	849	0	807	0	42	0	0	0	849	0
<b>Total plant and equipment</b>	<b>75</b>	<b>3,016</b>	<b>3,091</b>	<b>183</b>	<b>2,191</b>	<b>307</b>	<b>336</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,092</b>	<b>0</b>
<b>Infrastructure</b>												
Roads	50	5,696	5,746	0	4,453	1,243	0	400	0	0	5,346	0
Bridges	0	0	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	400	2,500	2,900	95	1,380	707	319	200	0	2,000	700	0
Drainage	100	3,619	3,719	1,905	1,006	252	455	0	0	1,016	2,703	0
Parks, open space and streetscapes	2,475	11,361	13,836	2,428	4,857	3,720	356	0	0	5,290	8,546	0
Off-street car parks	0	0	0	0	0	0	0	0	0	0	0	0
Other infrastructure	100	266	366	0	213	53	0	0	0	0	366	0
<b>Total infrastructure</b>	<b>3,125</b>	<b>23,442</b>	<b>26,567</b>	<b>4,428</b>	<b>11,909</b>	<b>5,975</b>	<b>1,130</b>	<b>600</b>	<b>0</b>	<b>8,306</b>	<b>17,661</b>	<b>0</b>
<b>Total capital works expenditure 2021/22</b>	<b>4,580</b>	<b>43,939</b>	<b>48,519</b>	<b>4,880</b>	<b>22,032</b>	<b>13,742</b>	<b>3,284</b>	<b>1,300</b>	<b>0</b>	<b>9,706</b>	<b>37,513</b>	<b>0</b>

### 2018-28 capital program

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

Project name	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Children</b>										
Building Renewal and Upgrade Program - Children's Centres	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Building Safety and Accessibility Program - Children's Centres	475,000	-	-	-	-	-	-	-	-	-
Children's Centres Improvement Program	-	400,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>Community programs and facilities</b>										
Community Facilities Upgrade Program	50,000	120,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000
South Melbourne Community Centre Upgrade	754,000	-	-	-	-	-	-	-	-	-
<b>Families and young people</b>										
Adventure Playgrounds Upgrade	140,000	280,000	806,000	806,000	-	-	-	-	-	-
<b>Recreation</b>										
Informal Sport and Recreation Infrastructure	25,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-
JL Murphy Reserve Pavilion Upgrade	1,368,000	3,207,000	-	-	-	-	-	-	-	-
Julier Reserve Pavilion Upgrade	-	50,000	190,000	1,900,000	-	-	-	-	-	-
Lagoon Reserve Pavilion Upgrade	-	-	-	50,000	190,000	1,900,000	-	-	-	-
Lagoon Reserve Sport Field Upgrade	-	-	100,000	2,000,000	-	-	-	-	-	-
Northport Oval Upgrade	1,950,000	-	1,000,000	-	-	-	-	-	-	-
Outdoor Fitness Station Program	106,500	106,500	106,500	-	-	-	-	-	-	-
Peanut Farm Reserve Sports Pavilion Upgrade	2,582,000	-	-	-	-	-	-	-	-	-
Recreation Reserves Facilities Renewal Program	150,000	165,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
South Melb Life Saving Club Redevelopment	3,700,000	2,450,000	-	-	-	-	-	-	-	-
Sports Fields Lighting Expansion	255,000	300,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Sports Fields Upgrade Program	-	-	-	-	1,000,000	1,000,000	-	-	-	-
<b>Total</b>	<b>11,755,500</b>	<b>7,378,500</b>	<b>4,527,500</b>	<b>7,081,000</b>	<b>3,515,000</b>	<b>5,225,000</b>	<b>2,225,000</b>	<b>2,225,000</b>	<b>2,225,000</b>	<b>2,225,000</b>

2018-28 capital program

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

Project name	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Transport and parking management</b>										
Blackspot Safety Improvements	534,000	400,000	400,000	400,000	400,000	400,000	-	400,000	400,000	400,000
Footpath Renewal Program	700,000	700,000	700,000	700,000	700,000	700,000	-	700,000	700,000	700,000
Kerb and Gutter Renewal Program	500,000	500,000	500,000	995,000	995,000	995,000	995,000	995,000	995,000	995,000
Kerferd Road Safety and Streetscape Improvements	175,000	1,000,000	1,000,000	-	-	-	-	-	-	-
Laneway Renewal and Upgrade Program	570,000	570,000	570,000	570,000	570,000	260,000	260,000	260,000	260,000	260,000
Parking Technology Renewal and Upgrade Program	789,000	600,000	600,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Public Space Accessibility Improvement Program	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Road Renewal Program	2,700,000	2,700,000	2,700,000	3,645,000	3,645,000	3,645,000	3,645,000	3,645,000	3,645,000	3,645,000
St Kilda Junction Safety Upgrade	70,000	430,000	-	-	-	-	-	-	-	-
Street Signage and Furniture Renewal Program	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Walk and Bike Infrastructure Delivery	1,460,000	2,250,000	1,300,000	2,200,000	1,700,000	1,700,000	1,700,000	1,700,000	1,200,000	1,200,000
Wellington Street Upgrade - Intersection Improvements	450,000	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>8,658,000</b>	<b>9,860,000</b>	<b>8,480,000</b>	<b>9,620,000</b>	<b>9,120,000</b>	<b>8,810,000</b>	<b>7,710,000</b>	<b>8,810,000</b>	<b>8,310,000</b>	<b>8,310,000</b>

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

Project name	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Amenity</b>										
Litter Bin Renewal and Expansion Program	270,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000
Plant And Equipment Renewal Program	-	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Public Toilet Plan Implementation Program	-	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Stormwater Management Program	1,350,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Sustainability</b>										
Albert Park Stormwater Harvesting Development	100,000	150,000	900,000	2,032,000	1,100,000	-	-	-	-	-
Alma Park Stormwater Harvesting Development	2,815,000	-	-	-	-	-	-	-	-	-
Electric Vehicle Charging Infrastructure Program	40,000	100,000	100,000	100,000	-	-	-	-	-	-
EcoCentre Redevelopment	200,000	-	2,400,000	600,000	-	-	-	-	-	-
Energy Efficiency and Solar Program	500,000	500,000	500,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Open Space Irrigation Renewal and Upgrade Program	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
South Melb Market Solar Installation	630,000	-	-	-	-	-	-	-	-	-
Water Sensitive Urban Design Program	300,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
<b>Waste reduction</b>										
Land Acquisition - Sustainability Hub	3,000,000	14,500,000	-	-	-	-	-	-	-	-
<b>Total</b>	<b>9,555,000</b>	<b>18,380,000</b>	<b>7,030,000</b>	<b>6,112,000</b>	<b>4,480,000</b>	<b>3,380,000</b>	<b>3,380,000</b>	<b>3,380,000</b>	<b>3,380,000</b>	<b>3,380,000</b>

2018-28 capital program

Strategic direction 4: We are growing but keeping our character

Project name	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>City planning and urban design</b>										
Carlisle Street Tram Stop Upgrade	170,000	-	-	-	-	-	-	-	-	-
Fitzroy Street Streetscape Upgrade Stage 2	200,000	-	-	-	-	-	-	-	-	-
Tram Infrastructure Partnership Delivery	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
<b>Public space</b>										
Elwood Public Space Wall	240,000	-	-	-	-	-	-	-	-	-
Carlo Catani Wall Rectification	525,000	-	-	-	-	-	-	-	-	-
Foreshore Assets Renewal and Upgrade Program	220,000	400,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
FSECP - Construction of Montague Park	1,600,000	-	5,000,000	-	-	-	-	-	-	-
FSECP - Streetscape Upgrade	2,434,000	-	-	-	-	-	-	-	-	-
Gasworks Arts Park Reinstatement	20,000	2,500,000	1,885,000	-	-	-	-	-	-	-
Graham Street Skate Park Upgrade	15,000	385,000	-	-	-	-	-	-	-	-
JL Murphy Playspace Upgrade	40,000	400,000	-	-	-	-	-	-	-	-
Little Grey Street Precinct CCTV	315,000	-	-	-	-	-	-	-	-	-
Maritime Infrastructure Renewal Program	750,000	1,000,000	1,000,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Parks and Playground Renewal and Upgrade Program	1,340,000	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	40,000	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	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Public Space Security Improvements	350,000	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>9,209,000</b>	<b>7,025,000</b>	<b>10,725,000</b>	<b>3,490,000</b>	<b>3,490,000</b>	<b>3,490,000</b>	<b>3,490,000</b>	<b>3,490,000</b>	<b>3,490,000</b>	<b>3,490,000</b>

Strategic Direction 5: We thrive by harnessing creativity

Project name	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Art, culture and heritage</b>										
Art Acquisition	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Gasworks Theatre Seats Replacement	330,000	-	-	-	-	-	-	-	-	-
Linden New Art upgrade	285,000	-	-	-	-	-	-	-	-	-
Palais Theatre Renewal and Upgrades	150,000	1,280,000	-	-	-	-	-	-	-	-
South Melbourne Town Hall Lifts upgrade	560,000	-	-	-	-	-	-	-	-	-
<b>Libraries</b>										
Library Purchases	835,000	835,000	835,000	835,000	835,000	835,000	835,000	835,000	835,000	835,000
Library Radio Frequency Identification Equipment Replacement	90,000	230,000	-	-	-	-	-	-	-	-
St Kilda Library Redevelopment	-	-	-	2,500,000	5,000,000	2,500,000	-	-	-	-
<b>Markets</b>										
South Melbourne Market Building Compliance	763,000	500,000	500,000	-	-	-	-	-	-	-
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>Total</b>	<b>3,368,000</b>	<b>3,200,000</b>	<b>1,690,000</b>	<b>3,690,000</b>	<b>6,190,000</b>	<b>3,690,000</b>	<b>1,190,000</b>	<b>1,190,000</b>	<b>1,190,000</b>	<b>1,190,000</b>



2018-28 capital program

Strategic Direction 6: Our commitment to you

Project name	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Asset management</b>										
Building Renewal and Upgrade Program	2,360,000	2,930,000	2,780,000	2,780,000	2,780,000	2,780,000	2,780,000	2,780,000	2,780,000	2,780,000
Building Safety and Accessibility Program	1,150,000	2,000,000	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Finance and project management</b>										
Council Fleet Renewal Program	1,089,000	1,325,000	1,309,000	829,000	1,055,000	1,349,000	1,169,000	1,205,000	1,089,000	899,000
<b>Technology, transformation and customer experience</b>										
Core IT Infrastructure Renewal and Upgrade Program	1,000,000	400,000	445,000	475,000	1,000,000	900,000	900,000	800,000	800,000	800,000
<b>Total</b>	<b>5,599,000</b>	<b>6,655,000</b>	<b>6,534,000</b>	<b>5,584,000</b>	<b>6,335,000</b>	<b>6,529,000</b>	<b>6,349,000</b>	<b>6,285,000</b>	<b>6,169,000</b>	<b>5,979,000</b>

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Budget capacity	-	5,112,291	5,709,531	10,004,523	12,129,539	14,619,876	21,859,479	21,352,756	22,772,186	23,204,900
Indexation for inflation	-	1,140,209	1,845,969	2,937,477	3,982,461	5,137,124	6,341,521	7,612,244	8,999,814	10,330,780
<b>Grant Total</b>	<b>48,144,500</b>	<b>58,751,000</b>	<b>46,542,000</b>	<b>48,519,000</b>	<b>49,242,000</b>	<b>50,881,000</b>	<b>52,545,000</b>	<b>54,345,000</b>	<b>56,536,000</b>	<b>58,109,680</b>

2018-22 operating projects

Service	Project name	2018/19	2019/20	2020/21	2021/22
<b>Strategic direction 1: We embrace difference and people belong</b>					
<b>Affordable housing and homelessness</b>	In Our Backyard Strategy Implementation	225,600	40,000	40,000	-
<b>Ageing and accessibility</b>	Aged Care Transition Service Review	276,000	200,000	200,000	-
<b>Children</b>	Children's Services Policy Development	200,000	200,000	200,000	-
<b>Community programs and facilities</b>	Cora Graves Service Improvements	50,000	-	-	-
	Ferrars Street Education and Community Facility Evaluation	20,000	-	-	-
	Health and Wellbeing Strategy Implementation	201,000	61,000	100,000	100,000
<b>Families and Young People</b>	Youth Places Feasibility	200,000	110,000	-	-
<b>Recreation</b>	Sports Playing Field Renewal Program	30,000	285,000	285,000	200,000
		<b>1,202,600</b>	<b>896,000</b>	<b>825,000</b>	<b>300,000</b>
<b>Strategic direction 2: We are connected and it's easy to move around</b>					
<b>Transport and parking management</b>	Domain Precinct and Melbourne Metro Management	705,000	752,000	672,000	-
	Fishermans Bend Parking Controls Implementation	120,000	2,500	-	-
	Our Future Streets Delivery	300,000	150,000	235,000	115,000
	Paid Parking Fee Trial and Evaluation	12,000	-	-	-
		<b>1,137,000</b>	<b>904,500</b>	<b>907,000</b>	<b>115,000</b>
<b>Strategic direction 3: We have smart solutions for a sustainable future</b>					
<b>Amenity</b>	Clean Streets Service Review	150,000	-	-	-
	Visitor Summer Management Signage	190,000	-	-	-
<b>Sustainability</b>	A Sustainable Future Delivery	280,000	830,000	300,000	210,000
	Elster Creek Flood Response Advocacy & Mitigation	228,500	984,500	120,000	120,000
	Energy Efficient Street Lighting Upgrade	-	927,500	972,500	-
	Energy Performance Contracting	228,000	-	-	-
	Park Tree Improvement Program	40,000	40,000	40,000	40,000
	Street Tree Improvement Program	500,000	500,000	500,000	500,000
<b>Waste reduction</b>	Sustainable City Community Action Plan Implementation	300,000	300,000	300,000	-
	Waste Strategy Implementation	688,000	1,128,000	450,000	-
	Inner Metro Sustainability Hub	500,000	500,000	-	-
		<b>3,104,500</b>	<b>5,210,000</b>	<b>2,682,500</b>	<b>870,000</b>

2018-22 operating projects

Service category	Project name	2018/19	2019/20	2020/21	2021/22
<b>Strategic direction 4: We are growing but keeping our character</b>					
<b>Local laws and animal management</b>	Domestic Animal Management Plan Implementation	50,000	-	-	-
<b>City planning and urban design</b>	Heritage Program Development and Implementation	200,000	150,000	150,000	-
	Fishermans Bend Program	485,000	-	-	-
	Planning Scheme Amendments Program	250,000	250,000	250,000	250,000
<b>Public space</b>	Foreshore Vegetation Upgrade Program	100,000	150,000	150,000	150,000
	Public Spaces Strategy Development	125,000	15,000	-	-
	Soil Contamination Management Program	380,000	380,000	380,000	-
	St Kilda Marina	460,000	180,000	75,000	-
	Street Lighting in Laneway Off Wellington Street	70,000	-	-	-
		<b>2,120,000</b>	<b>1,125,000</b>	<b>1,005,000</b>	<b>400,000</b>
<b>Strategic direction 5: We thrive by harnessing creativity</b>					
<b>Arts, culture and heritage</b>	Creative and Prosperous City Strategy Implementation	640,000	410,000	440,000	290,000
<b>Economic development and tourism</b>	Port Melb Waterfront Place Precinct Design Guidelines	5,500	-	-	-
	Placemaking Program	530,000	420,000	300,000	300,000
<b>Markets</b>	South Melb Market Strategic Business Case	178,000	100,000	-	-
	South Melb Market Traffic Study	210,000	-	-	-
		<b>1,563,500</b>	<b>930,000</b>	<b>740,000</b>	<b>590,000</b>
<b>Strategic direction 6: Our commitment to you</b>					
<b>Asset management</b>	Staff Accommodation Plan Development	100,000	-	-	-
	Property Policy Development	100,000	-	-	-
<b>Governance and engagement</b>	Council Plan and Budget Community Engagement	25,000	40,000	215,000	20,000
<b>People and culture</b>	Enterprise Agreement 2019	77,000	-	-	-
	Health and Safety Improvement Project	140,000	-	-	-
<b>Technology, transformation and customer experience</b>	Business Enablement and Innovation	150,000	150,000	150,000	150,000
	Customer Experience Program	8,180,000	7,120,000	6,110,000	2,000,000
		<b>8,772,000</b>	<b>7,310,000</b>	<b>6,475,000</b>	<b>2,170,000</b>
<b>Grant Total</b>		<b>17,899,600</b>	<b>16,375,500</b>	<b>12,634,500</b>	<b>4,445,000</b>

Schedule of reserve movements

	Notes	1 July 2017 Opening balance \$'000	2017/18		Closing balance \$'000
			Replenish reserves \$'000	Reserves drawdown \$'000	
Cash backed reserves					
<b>Statutory reserves</b>					
Open space contributions (Resort and Recreation Levy)					
- Open space contributions excluding FBURA		18,415	5,300	(996)	22,719
- Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-
Total open space contributions (Resort and Recreation Levy)		18,415	5,300	(996)	22,719
- Car parking reserve		1,791	-	-	1,791
- Developer contributions - Port Melbourne		163	-	-	163
- Trust funds and deposits	1	4,868	97	-	4,965
<b>Total statutory reserves</b>		<b>25,237</b>	<b>5,397</b>	<b>(996)</b>	<b>29,638</b>
<b>Non-statutory reserves</b>					
<b>Contractual reserves</b>					
- Child care infrastructure		4,595	845	(300)	5,140
- Middle Park Beach nourishment		1,213	25	-	1,238
- Tied grants		2,842	2,209	(2,379)	2,672
- ANAM Building Maintenance (South Melbourne Town Hall)		-	60	-	60
- Project deferrals		2,277	6,498	(2,277)	6,498
<b>Total contractual reserves</b>		<b>10,927</b>	<b>9,637</b>	<b>(4,956)</b>	<b>15,608</b>
<b>Strategic reserves</b>					
- Palais Theatre		(839)	2,902	(35)	2,028
- Strategic Property Fund		4,709	1,215	(3,900)	2,024
- In Our Backyard (Affordable Housing)		1,000	500	-	1,500
- Other		10,536	885	(4,895)	6,526
<b>Total strategic reserves</b>		<b>15,406</b>	<b>5,502</b>	<b>(8,830)</b>	<b>12,078</b>
<b>General reserves</b>					
- Debt redemption		-	-	-	-
- Internal borrowing - FBURA Ferrars Street		(7,475)	-	(3,350)	(10,825)
- Asset Renewal Fund (including Smart Technology Fund)	2	5,800	5,564	(510)	10,854
- Municipal Growth Reserve		-	-	-	-
- Rates cap challenge	3	-	650	-	650
<b>Total general reserves</b>		<b>(1,675)</b>	<b>6,214</b>	<b>(3,860)</b>	<b>679</b>
<b>Total non-statutory reserves</b>		<b>24,658</b>	<b>21,353</b>	<b>(17,646)</b>	<b>28,365</b>
<b>Total cash-backed reserves</b>		<b>49,895</b>	<b>26,750</b>	<b>(18,642)</b>	<b>58,003</b>

2018/19			2019/20			2020/21			2021/22		
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
4,100	(5,046)	21,773	4,100	(4,067)	21,806	4,100	(4,297)	21,609	4,100	(6,306)	19,403
-	-	-	-	-	-	-	-	-	-	-	-
4,100	(5,046)	21,773	4,100	(4,067)	21,806	4,100	(4,297)	21,609	4,100	(6,306)	19,403
-	-	1,791	-	-	1,791	-	-	1,791	-	-	1,791
-	(163)	-	-	-	-	-	-	-	-	-	-
99	-	5,064	108	-	5,172	125	-	5,297	130	-	5,427
<b>4,199</b>	<b>(5,209)</b>	<b>28,628</b>	<b>4,208</b>	<b>(4,067)</b>	<b>28,769</b>	<b>4,225</b>	<b>(4,297)</b>	<b>28,697</b>	<b>4,230</b>	<b>(6,306)</b>	<b>26,621</b>
898	(200)	5,838	917	(600)	6,155	939	(1,400)	5,694	962	(1,400)	5,256
30	-	1,268	36	-	1,304	43	-	1,347	48	-	1,395
-	(1,755)	917	-	(917)	-	-	-	-	-	-	-
60	-	120	60	-	180	60	-	240	60	-	300
-	(6,498)	-	-	-	-	-	-	-	-	-	-
<b>988</b>	<b>(8,453)</b>	<b>8,143</b>	<b>1,013</b>	<b>(1,517)</b>	<b>7,639</b>	<b>1,042</b>	<b>(1,400)</b>	<b>7,281</b>	<b>1,070</b>	<b>(1,400)</b>	<b>6,951</b>
895	(150)	2,773	894	(1,280)	2,387	916	-	3,303	939	-	4,242
720	(2,500)	244	140	-	384	140	-	524	140	-	664
-	-	1,500	-	-	1,500	-	-	1,500	-	-	1,500
927	(1,503)	5,950	1,000	(3,970)	2,980	1,000	(2,985)	995	1,000	(2,000)	(5)
<b>2,542</b>	<b>(4,153)</b>	<b>10,467</b>	<b>2,034</b>	<b>(5,250)</b>	<b>7,251</b>	<b>2,056</b>	<b>(2,985)</b>	<b>6,322</b>	<b>2,079</b>	<b>(2,000)</b>	<b>6,401</b>
-	(500)	(500)	500	(14,500)	(14,500)	500	-	(14,000)	500	-	(13,500)
-	(1,069)	(11,894)	1,455	-	(10,439)	1,066	(2,500)	(11,873)	1,245	-	(10,628)
1,400	(3,380)	8,874	1,300	(5,420)	4,754	1,400	(3,700)	2,454	500	-	2,954
1,800	-	1,800	-	-	1,800	-	-	1,800	-	-	1,800
3,050	-	3,700	1,100	-	4,800	5,300	-	10,100	3,700	-	13,800
<b>6,250</b>	<b>(4,949)</b>	<b>1,980</b>	<b>4,355</b>	<b>(19,920)</b>	<b>(13,585)</b>	<b>8,266</b>	<b>(6,200)</b>	<b>(11,519)</b>	<b>5,945</b>	<b>-</b>	<b>(5,574)</b>
<b>9,780</b>	<b>(17,555)</b>	<b>20,590</b>	<b>7,402</b>	<b>(26,687)</b>	<b>1,305</b>	<b>11,364</b>	<b>(10,585)</b>	<b>2,084</b>	<b>9,094</b>	<b>(3,400)</b>	<b>7,778</b>
<b>13,979</b>	<b>(22,764)</b>	<b>49,218</b>	<b>11,610</b>	<b>(30,754)</b>	<b>30,074</b>	<b>15,589</b>	<b>(14,882)</b>	<b>30,781</b>	<b>13,324</b>	<b>(9,706)</b>	<b>34,399</b>

Notes to reserves

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

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

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



Schedule of reserve movements

	Notes	2022/23			2023/24		
		Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000
Cash backed reserves							
<b>Statutory reserves</b>							
Open space contributions (Resort and Recreation Levy)							
- Open space contributions excluding FBURA		4,100	(4,289)	19,214	4,100	(4,298)	
- Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-	-	
Total open space contributions (Resort and Recreation Levy)		4,100	(4,289)	19,214	4,100	(4,298)	
- Car parking reserve		-	-	1,791	-	-	
- Developer contributions - Port Melbourne		-	-	-	-	-	
- Trust funds and deposits	1	133	-	5,560	136	-	
<b>Total statutory reserves</b>		<b>4,233</b>	<b>(4,289)</b>	<b>26,565</b>	<b>4,236</b>	<b>(4,298)</b>	
<b>Non-statutory reserves</b>							
<b>Contractual reserves</b>							
- Child care infrastructure		986	(1,350)	4,892	1,010	(1,350)	
- Middle Park Beach nourishment		50	-	1,445	52	-	
- Tied grants		-	-	-	-	-	
- ANAM Building Maintenance (South Melbourne Town Hall)		60	-	360	60	-	
- Project deferrals		-	-	-	-	-	
<b>Total contractual reserves</b>		<b>1,096</b>	<b>(1,350)</b>	<b>6,697</b>	<b>1,122</b>	<b>(1,350)</b>	
<b>Strategic reserves</b>							
- Palais Theatre		963	-	5,205	987	-	
- Strategic Property Fund		-	-	664	-	-	
- In Our Backyard (Affordable Housing)		-	-	1,500	-	-	
- Other		1,000	(1,000)	(5)	1,000	(1,000)	
<b>Total strategic reserves</b>		<b>1,963</b>	<b>(1,000)</b>	<b>7,364</b>	<b>1,987</b>	<b>(1,000)</b>	
<b>General reserves</b>							
- Debt redemption		500	-	(13,000)	500	-	
- Internal borrowing - FBURA Ferrars Street		1,313	(1,031)	(10,346)	1,434	(1,152)	
- Asset Renewal Fund (including Smart Technology Fund)	2	1,500	-	4,454	1,000	-	
- Municipal Growth Reserve		-	-	1,800	-	-	
- Rates cap challenge	3	2,000	-	15,800	1,400	-	
<b>Total general reserves</b>		<b>5,313</b>	<b>(1,031)</b>	<b>(1,292)</b>	<b>4,334</b>	<b>(1,152)</b>	
<b>Total non-statutory reserves</b>		<b>8,372</b>	<b>(3,381)</b>	<b>12,769</b>	<b>7,443</b>	<b>(3,502)</b>	
<b>Total cash-backed reserves</b>		<b>12,605</b>	<b>(7,670)</b>	<b>39,334</b>	<b>11,679</b>	<b>(7,800)</b>	

	2024/25			2025/26			2026/27			2027/28		
	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000	Replenish reserves \$'000	Reserves drawdown \$'000	Closing balance \$'000
	4,100	(4,100)	19,016	4,100	(4,100)	19,016	4,100	(4,100)	19,016	4,100	(4,100)	19,016
	-	-	-	-	-	-	-	-	-	-	-	-
	4,100	(4,100)	19,016	4,100	(4,100)	19,016	4,100	(4,100)	19,016	4,100	(4,100)	19,016
	-	-	1,791	-	-	1,791	-	-	1,791	-	-	1,791
	-	-	-	-	-	-	-	-	-	-	-	-
	140	-	5,836	143	-	5,979	146	-	6,125	150	-	6,275
<b>Total statutory reserves</b>	<b>4,240</b>	<b>(4,100)</b>	<b>26,643</b>	<b>4,243</b>	<b>(4,100)</b>	<b>26,786</b>	<b>4,246</b>	<b>(4,100)</b>	<b>26,932</b>	<b>4,250</b>	<b>(4,100)</b>	<b>27,082</b>
<b>Non-statutory reserves</b>												
<b>Contractual reserves</b>												
- Child care infrastructure	1,035	(1,350)	4,237	1,060	(1,350)	3,947	1,086	(1,350)	3,683	1,113	(1,350)	3,446
- Middle Park Beach nourishment	54	-	1,551	56	-	1,607	58	-	1,665	60	-	1,725
- Tied grants	-	-	-	-	-	-	-	-	-	-	-	-
- ANAM Building Maintenance (South Melbourne Town Hall)	60	-	480	60	-	540	60	-	600	60	-	660
- Project deferrals	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total contractual reserves</b>	<b>1,149</b>	<b>(1,350)</b>	<b>6,268</b>	<b>1,176</b>	<b>(1,350)</b>	<b>6,094</b>	<b>1,204</b>	<b>(1,350)</b>	<b>5,948</b>	<b>1,233</b>	<b>(1,350)</b>	<b>5,831</b>
<b>Strategic reserves</b>												
- Palais Theatre	1,011	-	7,203	1,037	-	8,240	1,063	-	9,302	1,089	-	10,391
- Strategic Property Fund	-	-	664	-	-	664	-	-	664	-	-	664
- In Our Backyard (Affordable Housing)	-	-	1,500	-	-	1,500	-	-	1,500	-	-	1,500
- Other	1,000	(1,000)	(5)	1,000	(1,000)	(5)	1,000	(1,000)	(5)	1,000	(1,000)	(5)
<b>Total strategic reserves</b>	<b>2,011</b>	<b>(1,000)</b>	<b>9,362</b>	<b>2,037</b>	<b>(1,000)</b>	<b>10,399</b>	<b>2,063</b>	<b>(1,000)</b>	<b>11,461</b>	<b>2,089</b>	<b>(1,000)</b>	<b>12,550</b>
<b>General reserves</b>												
- Debt redemption	500	-	(12,000)	500	-	(11,500)	500	-	(11,000)	500	-	(10,500)
- Internal borrowing - FBURA Ferrars Street	1,513	(1,231)	(9,782)	1,555	(1,273)	(9,500)	1,587	(1,305)	(9,218)	1,619	(1,337)	(8,936)
- Asset Renewal Fund (including Smart Technology Fund)	1,200	-	6,654	1,100	-	7,754	1,000	-	8,754	900	-	9,654
- Municipal Growth Reserve	-	-	1,800	-	-	1,800	-	-	1,800	-	-	1,800
- Rates cap challenge	800	-	18,000	100	-	18,100	-	(800)	17,300	-	(2,600)	14,700
<b>Total general reserves</b>	<b>4,013</b>	<b>(1,231)</b>	<b>4,672</b>	<b>3,255</b>	<b>(1,273)</b>	<b>6,654</b>	<b>3,087</b>	<b>(2,105)</b>	<b>7,636</b>	<b>3,019</b>	<b>(3,937)</b>	<b>6,718</b>
<b>Total non-statutory reserves</b>	<b>7,173</b>	<b>(3,581)</b>	<b>20,302</b>	<b>6,468</b>	<b>(3,623)</b>	<b>23,147</b>	<b>6,353</b>	<b>(4,455)</b>	<b>25,045</b>	<b>6,341</b>	<b>(6,287)</b>	<b>25,099</b>
<b>Total cash-backed reserves</b>	<b>11,413</b>	<b>(7,681)</b>	<b>46,945</b>	<b>10,711</b>	<b>(7,723)</b>	<b>49,933</b>	<b>10,599</b>	<b>(8,555)</b>	<b>51,977</b>	<b>10,591</b>	<b>(10,387)</b>	<b>52,182</b>

Notes to reserves

- 1. Trust Funds and Deposits** - Deposits and contract retentions are held in trust by Council as a form of surety for transactions with Council. These are also represented as liabilities in the balance sheet.
- 2. Asset Renewal Fund (including Smart Technology Fund)** - For funding of future asset renewals and projects related to Smart Technology.
- 3. Rates Cap Challenge** - Over the life of the 10-Year Financial Plan, Council is expected to face a rates cap challenge as outlined in the financial strategy. This reserve serves to quarantine the cash surpluses in the former years to fund the cash deficits in the latter years of the Financial Plan.

Statement of human resources

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Staff expenditure</b>											
Employee costs - operating	87,705	95,582	97,100	98,190	99,173	102,917	106,922	111,036	115,730	120,126	124,690
Employee costs - capital	1,690	1,509	1,546	1,588	1,732	1,779	1,829	1,879	2,031	2,087	2,144
<b>Total staff expenditure</b>	<b>89,395</b>	<b>97,091</b>	<b>98,646</b>	<b>99,778</b>	<b>100,904</b>	<b>104,697</b>	<b>108,751</b>	<b>112,915</b>	<b>117,760</b>	<b>122,212</b>	<b>126,834</b>
<b>Equivalent full-time (EFT)</b>											
<b>Staff numbers</b>											
Employees	860	875	872	867	870	877	883	891	901	909	918
<b>Total staff numbers</b>	<b>860</b>	<b>875</b>	<b>872</b>	<b>867</b>	<b>870</b>	<b>877</b>	<b>883</b>	<b>891</b>	<b>901</b>	<b>909</b>	<b>918</b>

Summary of planned human resources

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Staff expenditure</b>											
Chief Executive Officer	5,971	6,177	6,368	6,583	6,808	7,040	7,282	7,531	7,790	8,058	8,335
Community and Economic Development	28,061	28,962	29,994	31,143	32,348	33,601	34,903	36,255	37,660	39,119	40,636
Infrastructure and Amenity	20,832	22,502	23,294	24,178	25,106	26,069	27,069	28,108	29,187	30,307	31,471
Customer and Corporate services	14,814	15,712	16,177	16,701	17,248	17,814	18,399	19,004	19,629	20,275	20,943
Place Strategy and Development	10,827	12,618	13,048	13,527	14,030	14,552	15,094	15,657	16,240	16,846	17,475
<b>Total permanent operating staff expenditure</b>	<b>80,505</b>	<b>85,971</b>	<b>88,881</b>	<b>92,132</b>	<b>95,541</b>	<b>99,077</b>	<b>102,747</b>	<b>106,554</b>	<b>110,505</b>	<b>114,605</b>	<b>118,859</b>
Casual labour	1,341	932	955	981	1,008	1,036	1,064	1,093	1,124	1,155	1,186
Other labour (agency staff, maternity leave, FBT)	5,859	8,679	7,264	5,077	2,624	2,805	3,111	3,388	4,101	4,366	4,644
Capital employee costs	1,690	1,509	1,546	1,588	1,732	1,779	1,829	1,879	2,031	2,087	2,144
<b>Total staff expenditure</b>	<b>89,395</b>	<b>97,091</b>	<b>98,646</b>	<b>99,778</b>	<b>100,904</b>	<b>104,697</b>	<b>108,751</b>	<b>112,915</b>	<b>117,760</b>	<b>122,212</b>	<b>126,834</b>

	Forecast	Budget	Projections								
	\$,000	\$,000	\$,000								
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Staff numbers</b>											
<b>Equivalent full-time (EFT)</b>											
<b>Chief Executive Officer</b>											
- Full time	38	39	39	39	40	40	40	41	41	42	42
- Part time	9	9	9	9	9	9	9	9	9	9	9
<b>Total</b>	<b>47</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>49</b>	<b>49</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>51</b>
<b>Community and Economic Development</b>											
- Full time	184	178	178	170	172	174	175	175	176	179	180
- Part time	141	141	144	145	146	147	150	153	155	156	158
<b>Total</b>	<b>325</b>	<b>319</b>	<b>322</b>	<b>316</b>	<b>319</b>	<b>322</b>	<b>325</b>	<b>328</b>	<b>332</b>	<b>335</b>	<b>339</b>
<b>Infrastructure and Amenity</b>											
- Full time	199	208	208	210	212	215	217	219	222	224	227
- Part time	23	25	25	25	25	25	25	25	25	25	25
<b>Total</b>	<b>223</b>	<b>233</b>	<b>233</b>	<b>235</b>	<b>238</b>	<b>240</b>	<b>242</b>	<b>244</b>	<b>247</b>	<b>249</b>	<b>252</b>
<b>Customer and Corporate Services</b>											
- Full time	112	113	114	115	116	116	117	118	119	120	137
- Part time	24	24	24	24	24	24	24	24	24	24	24
<b>Total</b>	<b>137</b>	<b>136</b>	<b>136</b>	<b>137</b>	<b>138</b>	<b>139</b>	<b>140</b>	<b>141</b>	<b>142</b>	<b>143</b>	<b>161</b>
<b>Place Strategy and Development</b>											
- Full time	99	105	105	105	105	105	105	106	107	108	110
- Part time	6	6	6	6	6	6	6	6	6	6	6
<b>Total</b>	<b>105</b>	<b>111</b>	<b>110</b>	<b>111</b>	<b>111</b>	<b>110</b>	<b>111</b>	<b>112</b>	<b>113</b>	<b>114</b>	<b>115</b>
Casual and other	16	10	10	10	10	10	10	10	10	10	10
Capital employees	8	18	14	11	8	8	8	8	8	8	8
<b>Total staff numbers</b>	<b>860</b>	<b>875</b>	<b>872</b>	<b>867</b>	<b>870</b>	<b>877</b>	<b>883</b>	<b>891</b>	<b>901</b>	<b>909</b>	<b>918</b>

### Operating grants

Operating grant funding types and source	Budget \$,000	Forecast \$,000	Budget \$,000	Variance \$,000
	2017/18	2017/18	2018/19	
<b>Recurrent - Commonwealth Government</b>				
Victoria Grants Commission	1,291	2,616	1,325	(1,291)
Recreation	30	30	30	0
Community health	311	311	317	6
General home care	2,731	2,866	2,851	(15)
<b>Recurrent - State Government</b>				
Community health	304	304	147	(157)
Family and children	648	741	682	(59)
General home care	1,095	1,094	1,116	22
Libraries	683	694	708	14
Maternal and child health	755	797	814	17
Recreation	496	496	3	(493)
School crossing supervisors	91	125	125	0
Street and beach cleaning	291	296	298	2
Sustainability	8,726	10,370	8,416	(1,954)
<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	9	31	22
Recreation	34	4	0	(4)
<b>Non-recurrent - State Government</b>				
Building Maintenance	0	20	0	(20)
Community Health	0	162	83	(79)
Family and Children	103	135	92	(43)
Recreation	50	50	50	0
Indigenous Affairs	0	20	21	1
Transport	500	520	540	20
Sustainability	0	7	0	(7)
<b>Total non-recurrent grants</b>	<b>696</b>	<b>927</b>	<b>817</b>	<b>(111)</b>
<b>Total operating grants</b>	<b>9,422</b>	<b>11,297</b>	<b>9,233</b>	<b>(2,065)</b>

### Capital grants

Capital grant funding types and source	Budget \$,000	Forecast \$,000	Budget \$,000	Variance \$,000
	2017/18	2017/18	2018/19	
<b>Recurrent - Commonwealth Government</b>				
Roads	389	389	344	(45)
<b>Total recurrent grants</b>	<b>389</b>	<b>389</b>	<b>344</b>	<b>(45)</b>
<b>Non-recurrent - Commonwealth Government</b>				
Roads	906	726	534	(192)
<b>Non-recurrent - State Government</b>				
Buildings	600	2,105	1,600	(505)
Drainage	0	45	255	210
Footpaths and Cycleways	200	200	290	90
Parks, Open Space and Streetscape	2,170	466	115	(351)
Plant and Equipment	0	0	435	435
Roads	195	0	0	0
<b>Total non-recurrent grants</b>	<b>4,071</b>	<b>3,542</b>	<b>3,229</b>	<b>(313)</b>
<b>Total capital grants</b>	<b>4,460</b>	<b>3,931</b>	<b>3,573</b>	<b>(358)</b>

### Statement of borrowings

	Forecast \$,000	Budget \$,000
	2017/18	2018/19
Total amount to be borrowed as at 30 June of the prior year	8,758	8,715
Total amount to be borrowed	657	627
Total amount projected to be redeemed	(700)	(670)
<b>Total amount proposed to be borrowed as at 30 June</b>	<b>8,715</b>	<b>8,672</b>

## MEASURING PERFORMANCE

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

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

### Sustainable capacity indicators

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

Indicator / measure	Result	Result	Result	Budget	Projection
	2014/15	2015/16	2016/17	2018/19	2020/21
<b>Population</b>					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,701.51	\$1,737.12	\$1,818.52	\$1,896.16	\$1,864.78
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$5,516.95	\$5,528.54	\$5,5739.61	\$5,626.96	\$5,761.06
Population density per length of road [Municipal population / Kilometres of local roads]	364.05	396.77	401.75	430.54	441.80
<b>Own-source revenue</b>					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,573.38	\$1,668.41	\$1,730.46	\$1,733.63	\$1,798.82
<b>Recurrent grants</b>					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$111.46	\$85.52	\$110.68	\$79.43	\$91.29
<b>Disadvantage</b>					
Relative Socioeconomic Disadvantage [Index of Relative Socioeconomic Disadvantage by decile]	10.00	10.00	10.00	10.00	10.00

#### Definitions

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



## Measuring performance

### Service performance indicators

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

### Financial performance indicators

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

Indicator / measure	Forecast	Budget	Projections									Trend
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
<b>Operating position</b>												
Adjusted underlying result												
Adjusted underlying surplus (deficit) / Adjusted underlying revenue	(4.6 %)	(4.6 %)	(1.5 %)	1.3 %	3.7 %	4.0 %	3.6 %	3.5 %	3.3 %	3.2 %	2.5 %	↑
<b>Liquidity</b>												
Working capital												
Current assets / current liabilities	252.8 %	216.0 %	167.3 %	142.9 %	173.5 %	182.3 %	188.8 %	194.0 %	197.4 %	198.9 %	196.8 %	→
Unrestricted cash												
Unrestricted cash / current liabilities	200.8 %	164.9 %	117.0 %	100.9 %	125.0 %	134.7 %	142.0 %	148.1 %	152.4 %	154.6 %	153.3 %	→
<b>Obligations</b>												
Loans and borrowings												
Interest bearing loans and borrowings / rate revenue	7.2 %	6.9 %	6.7 %	6.4 %	6.1 %	5.9 %	5.6 %	5.4 %	5.1 %	4.9 %	4.7 %	↑
Loans and borrowings												
Interest and principal repayments / rate revenue	1.0 %	0.9 %	0.9 %	0.9 %	6.2 %	0.9 %	0.8 %	0.8 %	0.8 %	0.7 %	0.7 %	↑
Indebtedness												
Non-current liabilities / own source revenue	5.7 %	5.5 %	5.3 %	1.7 %	5.1 %	4.9 %	4.8 %	4.6 %	4.5 %	4.4 %	4.3 %	↑
Asset renewal												
Asset renewal expenditure / depreciation	65.5 %	77.4 %	77.0 %	75.9 %	77.5 %	84.1 %	84.7 %	84.4 %	84.2 %	84.6 %	83.4 %	↑

#### 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
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
<b>Stability</b>												
<b>Rates concentration</b>												
Rate revenue / adjusted underlying revenue	58.9 %	59.3 %	59.1 %	59.6 %	60.2 %	60.5 %	60.9 %	61.1 %	61.5 %	61.7 %	62.1 %	⬇️
<b>Rates effort</b>												
Rate revenue / property values (CIV)	0.20 %	0.17 %	0.17 %	0.17 %	0.17 %	0.17 %	0.17 %	0.17 %	0.17 %	0.17 %	0.18 %	⬇️
<b>Efficiency</b>												
<b>Expenditure level</b>												
Total expenditure / no. of assessments	2,872	2,969	2,977	2,942	2,916	2,967	3,039	3,113	3,181	3,253	3,341	⬇️
<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 rates revenue / no. of residential assessments	1,506	1,550	1,583	1,621	1,661	1,701	1,743	1,786	1,829	1,874	1,920	⬆️
<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 following shows the significant strategies, policies, plans and guidelines, the specific projects and initiatives that are linked to those documents, and the amount funded in this Council Plan. The figures show projects identified to take place between 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 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 (under review)</b>	Ensures Council's commitment to funding childcare with short and long-term strategies to retain and increase childcare places and financial support for low to middle income families. Funding is for subsidies to third parties to provide childcare services.	2018/19	\$1,271,674
		2019/20	\$1,298,888
		2020/21	\$1,330,191
		2021/22	\$1,362,781
<b>Disability Policy</b>	Describes Council's commitment to people with a disability and provides a leadership platform on which to base decisions regarding actions and advocacy that at times may reach beyond its legislative requirements. This policy is delivered primarily through the budget and activity of the Diversity and Inclusion Department. Funding for asset upgrades to meet Disability Discrimination Act requirements also contribute to meeting the objectives of this policy.		
<b>Family, Youth and Children Collaborative Practice Framework</b>	Outlines how collaborative practices will be supported, enhanced and embedded into service culture and delivery to achieve the desired goals. Funding is for third parties to provide family, youth and children services, such as antenatal, pre-school dental and supported playgroups.	2018/19	\$139,862
		2019/20	\$142,320
		2020/21	\$145,147
		2021/22	\$148,091
<b>Family Youth and Children Strategy 2014-2019</b>	Guides development and implementation of policies and plans and drives service delivery and planning for children, middle years, youth and families. Funding is for building upgrade works at children centres, implementation of the Children's Services Policy Development and investigation into a Youth Places centre	2018/19	\$1,095,000
		2019/20	\$910,000
		2020/21	\$1,600,000
		2021/22	\$1,400,000
<b>Friends of Suai Strategic Plan 2010-2020</b>	Strengthens capability and involvement in the Covalima community, practises good governance and management in our Friendship, and builds community awareness and knowledge of Friendship between our communities. Funding is for our contribution to Friends of Suai.	2018/19	\$48,000
		2019/20	\$48,000
		2020/21	\$48,000
		2021/22	\$48,000
<b>Health and Wellbeing Plan 2017-21</b>	Is integrated with the Council Plan and sets the broad mission, goals and priorities to enable people living in the municipality to achieve maximum health and wellbeing. Funding is to implement a range of initiatives including development of a multi-agency public drinking strategic response, undertaking a community safety audit and evaluating the Homelessness Action Strategy.	2018/19	\$201,000
		2019/20	\$61,000
		2020/21	\$100,000
		2021/22	\$100,000
<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 budgets and activities of the affordable housing and homelessness and community programs and facilities services.		

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>In Our Backyard - Growing Affordable Housing in Port Phillip 2015-2025</b>	Builds on the successful partnership with HousingFirst as Trustee of the Port Phillip Housing Trust, and maintains our longstanding leadership in affordable housing. This is central to our commitment to maintaining a diverse, inclusive and equitable City, especially for those who are disadvantaged and marginalised. Funding is for an annual cash contribution to an affordable housing reserve to support new projects and an expression of interest for making Council land in Marlborough Street ready for release to the community housing development market.	2018/19	\$725,000
		2019/20	\$540,000
		2020/21	\$540,000
		2021/22	\$500,000
<b>Middle Years Commitment and Action Plan 2014-2019</b>	Provides a framework for Council, the community and our key partners to enable middle years young people to be happy, healthy and have their voices heard. Funding is for upgrading Council-owned Adventure Playgrounds.	2018/19	\$140,000
		2019/20	\$280,000
		2020/21	\$806,000
		2021/22	\$806,000
<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</b>	Explores employment opportunities, builds awareness and understanding and enhances cultural and economic development for local Aborigines and Torres Strait Islanders. This plan is delivered primarily through the budget and activity of the community programs and facilities service.		
<b>Social Justice Charter 2013 (including Social Justice Action Plan)</b>	The Charter sets a goal for the community to work together in pursuit of the common good, while protecting and promoting the rights of all members of the community. Funding is for funding third parties to provide access and ageing services. The Social Justice Charter is also delivered through the budget and activity of the Community programs and facilities service.	2018/19	\$828,259
		2019/20	\$845,984
		2020/21	\$866,372
		2021/22	\$887,598
<b>Sport and Recreation Strategy 2015-2024</b>	Supports the planning and provision of recreation and sport facilities and services to the local community. Funding is for redeveloping the South Melbourne Life Saving Club, upgrading Peanut Farm and JL Murphy pavilions, and North Port Oval, renewing and upgrading sports playing fields and lighting.	2018/19	\$10,166,500
		2019/20	\$6,663,500
		2020/21	\$2,236,500
		2021/22	\$4,705,000
<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.	2018/19	\$117,581
		2019/20	\$113,458
		2020/21	\$116,192
		2021/22	\$119,039
<b>Other initiatives not specifically aligned to a strategy</b>	Funding is for upgrading the South Melbourne Community Centre and reviewing Council's role in aged care and disability support services.	2018/19	\$1,130,000
		2019/20	\$320,000
		2020/21	\$570,000
		2021/22	\$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>Move, Connect, Live: Integrated Transport Strategy 2018-28 (in development)</b>	Outlines the changes and collaborative partnership actions required over the next 10 years across a range of Council services including: urban planning and design, transport and parking management, infrastructure management and renewal, major projects and community engagement to deliver a City with enhanced liveability that is connected and easy to move around. Funding is allocated for parking technology enhancements, implementing blackspot safety improvements at high collision locations, walking and bike initiatives and working with our partners to improve the public transport experience. A draft Integrated Transport Strategy was released in 2018 for community consultation.	2018/19	\$4,615,000
		2019/20	\$5,584,500
		2020/21	\$4,207,000
		2021/22	\$3,115,000
<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 allocated for public space accessibility improvements.	2018/19	\$350,000
		2019/20	\$350,000
		2020/21	\$350,000
		2021/22	\$350,000
<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 <b>Transport and Parking Management</b> 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 <b>Transport and Parking Management</b> service.		
<b>Road Management Plan 2017</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 allocated for renewing roads and kerbs, footpaths and laneways.	2018/19	\$4,470,000
		2019/20	\$4,470,000
		2020/21	\$4,470,000
		2021/22	\$5,910,000

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Act and Adapt: Sustainable Environment Strategy 2018-28</b>	Outlines the cultural change and collaborative actions required over the next 10 years across a range of Council services including: city planning and urban design, water management, community outreach and behaviour change programs. It also embeds sustainability into Council operations and projects to ensure the City of Port Phillip has a sustainable future. Funding is allocated for planning and delivering water sensitive urban design interventions, supporting uptake of electric vehicles, maintain heat mapping, education programs and redevelopment of the EcoCentre (subject to partner funding).	2018/19	\$1,030,000
		2019/20	\$1,630,000
		2020/21	\$3,500,000
		2021/22	\$1,610,000
<b>Don't Waste It!: Waste Management Strategy 2018-28 (in development)</b>	Provides the blueprint for how Council and the community will work together to create a more sustainable future for Port Phillip, through the way we manage our waste. It outlines how we can manage our waste better right now through education and changes in how we think about waste, while we create new ways of managing waste in the future utilising advanced waste technologies. Funding is allocated for land acquisition for a sustainability hub, replacement of our litter bins and a review of our street cleaning service. A draft Waste Management Strategy was released in 2018 for community consultation.	2018/19	\$4,608,000
		2019/20	\$16,858,000
		2020/21	\$1,180,000
		2021/22	\$730,000
<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, to progressively develop a more climate adept city. Funding is to implement a Sustainable City Community Action Plan and respond to progress Council's efforts to reduce the impact of flooding, and improve water quality in the Elster Creek Catchment.	2018/19	\$528,500
		2019/20	\$1,284,500
		2020/21	\$420,000
		2021/22	\$120,000
<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 allocated for ongoing investment in upgrading the foreshore, including vegetation projects.	2018/19	\$100,000
		2019/20	\$150,000
		2020/21	\$150,000
		2021/22	\$150,000
<b>Graffiti Management Plan 2013-2018</b>	Provides direction for the removal and management of graffiti across the City, implementation of community focussed programs that contribute to minimising graffiti, and provision of opportunities for people to participate in more legitimate forms of public art. This plan is delivered through the budget and activity of the Building Maintenance service.		
<b>Greenhouse Plan 2011 (to be revised in 2019)</b>	Assists Council to address emissions reduction actions in greenhouse gas emissions, urban design and development, transport, zero waste, purchasing and procurement, and climate change. Funding is allocated for investing in energy efficiency measures in Council buildings (for example, solar implementation at South Melbourne Market) and upgrading our street lighting with energy efficient lights.	2018/19	\$1,398,000
		2019/20	\$1,527,500
		2020/21	\$1,572,500
		2021/22	\$350,000



## Linking our initiatives to strategies and plans

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Greening Port Phillip, An Urban Forest Approach 2010</b>	Supports a healthy and diverse urban forest that uses innovative greening solutions to enhance the community's daily experience, ensuring environmental, economic, cultural and social sustainability for future generations. Funding is allocated for street tree and park tree improvement programs.	2018/19	\$540,000
		2019/20	\$540,000
		2020/21	\$540,000
		2021/22	\$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.	2018/19	\$350,000
		2019/20	\$350,000
		2020/21	\$350,000
		2021/22	\$350,000
<b>Public Toilet Plan 2013-2023</b>	Supports clean, safe, accessible public toilets for all local residents and visitors to the municipality. Funding is allocated for improving safety and amenity of public toilets. Funding for the upgrade of the South Melbourne Life Saving Club in 2018/19 includes the toilet facilities and is identified under the Sport and Recreation Strategy.	2018/19	\$0
		2019/20	\$450,000
		2020/21	\$450,000
		2021/22	\$450,000
<b>Stormwater Management Plan</b>	Provides direction for the environmental management of stormwater and presents an integrated approach to stormwater management, which maintains the traditional function of preventing adverse flooding, but also places emphasis on improving water quality and environmental amenity of stormwater systems. Funding is allocated for renewing and upgrading our drains and stormwater assets.	2018/19	\$1,350,000
		2019/20	\$1,000,000
		2020/21	\$1,000,000
		2021/22	\$1,000,000
<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 and provides an assessment framework that directly supports the proposed Amendment C97 Environmentally Efficient Design (EED) Local Planning Policy. This strategy is delivered primarily through the budgets and activity of the City planning and urban design and Sustainability services.		
<b>Water Plan 2010 (to be revised in 2019)</b>	Identifies different water sources that can be used to make the City more liveable. Funding is allocated for working with third parties on the viability of stormwater harvesting at Albert Park Lake and Alma Park.	2018/19	\$2,915,000
		2019/20	\$150,000
		2020/21	\$900,000
		2021/22	\$2,032,000
<b>Other initiatives not specifically aligned to a strategy</b>	Funding is for Little Grey Street Precinct CCTV and Summer Visitation Management initiatives	2018/19	\$505,000
		2019/20	\$0
		2020/21	\$0
		2021/22	\$0

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Activating Laneways Strategy</b>	Identifies a selection of lanes within and/or close to key areas such as activity centres, regionally significant open spaces and public transport networks, and provides a framework to promote future activity within them. This strategy is delivered through the <b>Laneway Renewal and Upgrade Program</b> (see Road Management Plan 2013).		
<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 <b>City Planning Urban Design and Affordable Housing and Homelessness</b> services.		
<b>City of Port Phillip Activity Centre Strategy 2006</b>	Provides a holistic understanding of the complex role and function of activity centres and the contribution that they can make to creating sustainable local communities and is in response to Melbourne 2030: Planning for Sustainable Growth. This strategy is delivered primarily through the budget and activity of the <b>City Planning Urban design</b> service.		
<b>Domestic Animal Management Plan 2017-2021</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 desexing, and the encouragement of owners to pick up dog poo. This plan is delivered primarily through the budget and activity of the Local Laws and Animal Management services, and includes an initiative to implement year 1 actions identified in the recently adopted Plan.	2018/19	\$50,000
		2019/20	\$0
		2020/21	\$0
		2021/22	\$0
<b>Fishermans Bend Planning and 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 allocated for the Ferrars Street Education and Community Precinct Montague Community Park (interim name) and streetscape upgrade projects.	2018/19	\$4,519,000
		2019/20	\$0
		2020/21	\$5,000,000
		2021/22	\$0
<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 allocated for renewing foreshore and maritime assets.	2018/19	\$970,000
		2019/20	\$1,400,000
		2020/21	\$1,500,000
		2021/22	\$1,150,000
<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.	2018/19	\$95,000
		2019/20	\$95,000
		2020/21	\$95,000
		2021/22	\$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 allocated for Carlo Catani Wall structural rectification, and the Elwood public space wall replacement and playspace upgrade.	2018/19	\$765,000
		2019/20	\$0
		2020/21	\$0
		2021/22	\$0

## Linking our initiatives to strategies and plans

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Masterplans for: Albert Park College Precinct, Balaclava Station, Emerald Hill Precinct, St Kilda Triangle</b>	Funding is allocated for working with Public Transport Victoria on upgrading the Balaclava Station interchange on Carlisle Street.	2018/19	\$170,000
		2019/20	\$250,000
		2020/21	\$250,000
		2021/22	\$250,000
<b>Memorials and Monuments Policy</b>	Guides management of existing memorials and decision making for new memorials. Funding is allocated for the Memorials and Monuments Renewal program and heritage plaques.	2018/19	\$70,000
		2019/20	\$70,000
		2020/21	\$70,000
		2021/22	\$70,000
<b>Municipal Emergency Management Plan</b>	Outlines how the Port Phillip City Council will implement measures to prevent (or reduce) the causes (or effects) of emergencies, manage the use of municipal resources in response to emergencies, manage support (that may be provided) to or from adjoining municipalities, assist the affected community to recover following an emergency and complement other local, regional and state planning arrangements. This plan is delivered primarily through the budget and activity of the Municipal Emergency Management service.		
<b>Open Space Strategy and Implementation Plan Framework 2009</b>	Guides delivery of a City where public open spaces define the City's character and responds to its people's need for places to rest, recreate and be inspired. Funding is allocated to renew park and street furniture and signage.	2018/19	\$710,000
		2019/20	\$710,000
		2020/21	\$710,000
		2021/22	\$710,000
<b>Playspace Strategy 2011</b>	Sets the vision, policy context and framework for future development of playspaces and prioritises play spaces for upgrade and renewal. Funding is allocated to renew and upgrade parks and playgrounds, including the playspace at JL Murphy and Graham Street Skate Park.	2018/19	\$1,395,000
		2019/20	\$1,775,000
		2020/21	\$990,000
		2021/22	\$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 services.		
<b>Port Phillip Heritage Review 2000 (Version 18)</b>	Includes completion of additional assessments of places and areas of heritage significance since the gazetting of the original review in 2000. Funding is allocated for developing and implementing the Heritage Program	2018/19	\$200,000
		2019/20	\$150,000
		2020/21	\$150,000
		2021/22	\$0

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Port Phillip Local Law No.1 (Community Amenity) 2013</b>	Manages the uses and activities on roads and Council land, and manages, regulates and controls certain uses and activities. The local law is delivered primarily through the budgets and activity of the 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 allocated for implementing planning scheme amendments that strengthen design and development controls in areas undergoing significant change.	2018/19	\$250,000
		2019/20	\$250,000
		2020/21	\$250,000
		2021/22	\$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 allocated to work with PTV on upgrades to the streetscape in Fitzroy Street from Grey Street to Lakeside Drive, and to secure a new lease for the St Kilda Marina.	2018/19	\$660,000
		2019/20	\$180,000
		2020/21	\$75,000
		2021/22	\$0
<b>Soil Contamination Management Policy (in development)</b>	Outlines our approach to assessing and managing potentially contaminated land that we own or manage. Funding is allocated for working with the Victorian Government to effectively manage soil contamination on open space sites, including Gasworks Arts Park.	2018/19	\$400,000
		2019/20	\$2,880,000
		2020/21	\$2,265,000
		2021/22	\$0
<b>St Kilda Botanical Gardens Future Directions Plan</b>	Examines botanic function and cultural heritage of the Gardens and provides a number of improvement recommendations. This plan is delivered primarily through the budget and activity of the Public space service.		
<b>Sustainable Public Lighting Strategy for Streets and Open Space 2011-2016</b>	Provides the framework for achieving our zero net Council emissions by 2020 goal by providing direction for improvement where it is needed. Funding is allocated for renewal, upgrade and expansion of public space lighting.	2018/19	\$710,000
		2019/20	\$750,000
		2020/21	\$750,000
		2021/22	\$750,000
<b>Other initiatives not specifically assigned to a strategy</b>	Funding is allocated for developing a public spaces strategy, design and development awards, public space security improvements and summer visitor maintenance additional signage costs.	2018/19	\$495,000
		2019/20	\$35,000
		2020/21	\$20,000
		2021/22	\$20,000
			\$20,000

## 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>Art and Soul: Creative and Prosperous City Strategy 2018-22</b>	Outlines the cultural change and collaborative actions required over the next four years across a range of Council services including: arts, culture and heritage, economic development and tourism, festivals, libraries, markets, city planning and urban design to create a thriving social, cultural and economic future for the City of Port Phillip. Funding is allocated for supporting placemaking activities, creative industry investment and community facility renewal, among other initiatives. It also includes support for the management and operation of Gasworks Theatre and Linden New Art and other arts organisations, the Cultural Development Fund, replacing the Gasworks Theatre seats and potential investment.	2018/19	\$2,925,040
		2019/20	\$1,968,523
		2020/21	\$1,854,358
		2021/22	\$1,727,090
		<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 allocated for the Yalukut Weelam Ngargee festival and Indigenous Arts program.
<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 allocated for the St Kilda Film Festival, grants for local festivals, contributions to Pride March, Live N Local and other events.	2019/20	\$117,321
		2020/21	\$120,149
		2021/22	\$123,092
		2018/19	\$670,351
<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.	2019/20	\$639,022
		2020/21	\$648,995
		2021/22	\$659,379
		2018/19	\$30,000
<b>South Melbourne Market Strategic Plan 2015-2020</b>	Strategic planning for managing the South Melbourne Market to achieve its goals over the next five years. Funding is allocated for renewal and building compliance works, fitout of stalls and to develop a strategic business case.	2019/20	\$30,000
		2020/21	\$30,000
		2021/22	\$30,000
		2018/19	\$1,476,000
<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.	2019/20	\$925,000
		2020/21	\$825,000
		2021/22	\$325,000
		2018/19	\$1,476,000

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

Planning instrument	Description and specific resources allocated	Period	Amount
<b>St Kilda Festival Strategy and Multi-Year Operational Plan 2016-2018</b>	A three-year action plan to reinforce the Festival as Australia's largest free music festival, a unique and iconic Melbourne event showcasing Australian bands. Funding is allocated for the St Kilda Festival.	2018/19	\$1,595,573
		2019/20	\$1,629,718
		2020/21	\$1,668,994
		2021/22	\$1,709,885
<b>Other initiatives not specifically assigned to a strategy</b>	Funding is allocated for library purchases, replacement of the library radio frequency identification equipment and potential investment in the redevelopment of the St Kilda Library.	2018/19	\$925,000
		2019/20	\$1,065,000
		2020/21	\$835,000
		2021/22	\$3,335,000

## Linking our initiatives to strategies and plans

### Strategic Direction 6: Our commitment to you

Planning instrument	Description and specific resources allocated	Period	Amount
<b>Asset Management Plans, Asset Management Policy and Strategy</b>	Council's asset management is complex and impacts on nearly all areas of Council responsibilities. Renewals are capital works that are required to ensure that Council intervenes in an optimal manner to protect and renew infrastructure assets. This supports ongoing service and financial sustainability. Funding is allocated for asset renewals that are not allocated to other identified strategies or plans such as renewal of buildings, IT infrastructure and applications and Council's fleet. Also included is building safety works on community assets, works on South Melbourne Town Hall lifts and development of a staff accommodation plan.	2018/19	\$6,409,000
		2019/20	\$7,935,000
		2020/21	\$6,534,000
		2021/22	\$7,584,000
<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>Customer Experience Strategy</b>	Outlines the cultural change and actions required over the next three years across a range of Council services including: customer service requests and enquiries; regulatory services; animal registration; Council's website and communication channels; rates management, events management; assets management and financial management. Funding allocated includes implementation of the Customer Experience Program.	2017/18	\$8,180,000
		2018/19	\$7,120,000
		2019/20	\$6,110,000
		2020/21	\$0
<b>Leasing and Licencing Policy</b>	This policy is delivered primarily through the budget and activity of the <b>Asset Management</b> service.		
<b>Other initiatives not specifically assigned to a strategy</b>	Funding is allocated for community engagement to support the annual review of the Council Plan and continuous improvement initiatives.	2017/18	\$492,000
		2018/19	\$190,000
		2019/20	\$365,000
		2020/21	\$170,000



## RATES AND CHARGES

This section presents information which the Local Government Act “year” and regulations require to be disclosed in the Council’s annual budget. The Valuer General Victoria has not yet certified our 2018 property valuation data; therefore, the following information is provisional and is subject to change.

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

### Rating context

In developing the Strategic Resource Plan, rates and charges are identified as the main source of revenue, accounting for over 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 Victorian Government has introduced the Fair Go Rates System (FGRS), which sets out the maximum amount councils may increase rates in a year. For 2018/19 the FGRS cap has been set at 2.25 per cent. The cap applies to both general rates and municipal charges, and is calculated on the basis of a council’s average rates and charges.

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

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

The community’s expectation for better value in Council service delivery has been reflected in Council’s decision making. Council has recently launched a number of initiatives to ensure that its services are delivered in the most efficient and effective manner possible. These initiatives include a successful drive for efficiency savings, resulting in permanent operational savings of \$9 million (to date) with a further \$2.0 million expected in 2018/19. These initiatives have been supported by improved capability in Council planning, process improvement and project management.

To achieve Council’s objectives while maintaining services levels and a strong capital expenditure program, the average general rate will increase by 2.25 per cent in line with the rate cap. This will raise \$124.9 million in total rates and charges for 2018/19, including supplementary rates of \$0.50 million.

### Current year rates and charges

Council had already endorsed the 10-Year Financial Outlook at its meeting on 13 December 2017 and agreed not to apply to the independent economic regulator for a variation to the rates cap in 2018/19. In endorsing the 10-Year Financial Outlook, Council noted the approach to meeting the significant challenge of rate capping, more specifically, identifying:

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

These measures have enabled Council to maintain service levels and a strong capital expenditure program, and limit the rate increase to 2.25 per cent in 2018/19 in line with the rates cap set by the Victorian Government.

This table sets out future proposed increases in rates and charges, and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2018.

	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Proposed rates increases</b>					
General rate increase	2.00 %	2.25 %	2.14 %	2.41 %	2.45 %
Total rates raised (\$,000)	121,024	124,899	129,405	134,419	139,676

## Rates and charges

### Rating structure

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

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

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

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

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

Council provides for rate concessions for recreational land. Under the **Cultural and Recreational Lands Act 1963**, provision is made for a Council to grant a rating concession to any 'recreational lands' that meet the test of being rateable land under this Act. There are 24 recreational properties in Port Phillip this Act.

### Differential rates

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

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

### 2018/19 rates

This table summarises the rates to be determined for the 2018/19 year. A more detailed analysis of the rates to be raised is contained in the "Declaration of Rates and Charges" section.

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

Type or class of land	How applied	2017/18	2018/19	Change
General rates	Cents/\$ NAV	3.9287	3.4808	(11.4 %)
Municipal change	\$/ property	Nil	Nil	Nil
Annual garbage charge - non-rateable properties	\$/ property	\$260	\$290	11.5 %
240 Litre bin - annual service charge	\$/ property	\$120	\$150	25 %

## Rates and charges

### Declaration of rates and charges 2018/19

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

Type or class of land	2017/18 cents/\$NAV	2018/19 cents/\$NAV	Change
General rate for rateable properties	3.9287	3.4808	(11.4 %)

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	2017/18 (\$)	2018/19 (\$)	Change (\$)	Change (%)
Residential	94,720,216	99,573,356	4,853,140	5.12 %
Commercial	20,288,811	19,635,647	(653,164)	(3.22 %)
Industrial	4,924,783	5,270,181	345,398	7.01 %
<b>Total amount to be raised by general rates</b>	<b>119,933,810</b>	<b>124,479,184</b>	<b>4,545,374</b>	<b>3.79 %</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	2017/18 (\$)	2018/19 (\$)	Change (\$)	Change (%)
Residential	62,588	64,261	1,673	2.67 %
Commercial	6,900	6,878	(22)	(0.32 %)
Industrial	995	987	(8)	(0.80 %)
<b>Total number of assessments</b>	<b>70,483</b>	<b>72,126</b>	<b>1,643</b>	<b>2.33 %</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	2017/18 (\$)	2018/19 (\$)	Change (\$)	Change (%)
Residential	2,464,134,850	2,860,645,710	396,510,860	16.09 %
Commercial	511,237,700	564,113,063	52,875,363	10.34 %
Industrial	123,526,600	151,407,188	27,880,588	22.57 %
<b>Total value of land</b>	<b>3,098,899,150</b>	<b>3,576,165,961</b>	<b>477,266,811</b>	<b>15.40 %</b>

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

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

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

Type of charge	2017/18 (\$)	2018/19 (\$)	Change (\$)	Change (%)
Municipal	0	0	0.00 %	0.00 %

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

Type of charge	Per Rateable Property 2017/18	Per Rateable Property 2018/19	Change (\$)	Change (%)
Annual Garbage Charge for non-rateable tenements	260	290	30	11.54 %
240 Litre Bin - Annual Service Charge	120	150	30	25.00 %
80 Litre Bin - Annual Rebate	(30)	(60)	(30)	100.00 %

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	2017/18 (\$)	2018/19 (\$)	Change (\$)	Change (%)
Annual garbage charge for non-rateable tenements	22,880	26,100	3,220	14.07 %
240 litre bin - annual service charge	241,320	308,250	66,930	27.73 %
<b>Total service charge excluding rebates</b>	<b>264,200</b>	<b>334,350</b>	<b>70,150</b>	<b>26.55 %</b>
80 litre bin - annual rebate	(74,880)	(150,000)	(75,120)	100.32 %
<b>Total additional service charges (waste collection)</b>	<b>189,320</b>	<b>184,350</b>	<b>(4,970)</b>	<b>(2.63 %)</b>

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

Type of charge	2017/18 (\$)	2018/19 (\$)	Change (\$)	Change (%)
General Rates	119,930,411	124,479,184	4,548,773	3.79 %
Municipal Charge	0	0	0	0.00 %
Supplementary Rates and Charges	1,000,900	502,096	(498,804)	(49.84 %)
Rate rebates and adjustments (including penalty interest)	(329,662)	(342,259)	(12,597)	3.82 %
Cultural and Recreational Charges	43,262	76,099	32,837	75.90 %
Additional service charges (waste collection)	189,320	184,350	(4,970)	(2.63 %)
<b>Total rates and charges</b>	<b>120,834,231</b>	<b>124,899,470</b>	<b>4,090,449</b>	<b>3.36 %</b>

## Rates and charges

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

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

- the making of supplementary valuations (2018/19: budgeted \$0.50 million and 2017/18: estimated \$1.0 million)
- the variation of returned levels of value (for example, valuation appeals)
- changes of use of land such that rateable land becomes non-rateable land and vice versa
- changes of use of land such that residential land becomes business land and vice versa.

### Fair Go Rates System Compliance

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

Type of charge	2017/18 (\$)	2018/19 (\$)
Total Rates income based on prior year 30 June Valuation	\$117,583,184	\$121,746,451
Number of Assessments	70,483	72,126
Base Average Rates	\$1,668.25	\$1,687.97
Maximum Rate Increase (set by the Victorian Government)	2.00 %	2.25 %
Capped Average Rate	\$1,701.62	\$1,725.95
Maximum General Rates and Municipal Charges Revenue	\$119,935,282	\$124,485,870
<b>Budgeted General Rates and Municipal Charges Revenue</b>	<b>\$119,933,810</b>	<b>\$124,479,184</b>

### General revaluation of properties

During the 2017/18 year, a revaluation of all properties within the municipality was carried out and will apply from 1 January 2018 for the 2018/19 year. The outcome of the general revaluation has been a significant change in property valuations throughout the municipality. Overall, the NAV has increased by 15.4 per cent, the CIV has increased by 16.6 per cent and the Site Value has increased by 28.9 per cent for all property types compared to the previous revaluation at 1 January 2016.

The following table summarises the valuation changes between the 2016 and 2018 general revaluations, by property type.

Property type	NAV % change	No. of assessments
Residential dwellings	23.1 %	15,351
Residential Units	8.9 %	39,657
Investment Flats	7.5 %	5,620
Other Residential	1.1 %	3,633
Commercial	7.7 %	5,097
Retail	13.3 %	1,803
Industrial	17.2 %	989
<b>Total Assessments including Cultural and Recreational Lands</b>	<b>n/a</b>	<b>72,150</b>
<b>Average NAV increase</b>	<b>11.5 %</b>	<b>n/a</b>

The highest NAV increase at 23.1 per cent is within the residential dwellings property type, followed by industrial properties at 17.2 per cent. Units and Commercial properties increased on average between 8 and 9 per cent.

The overall average NAV increased by 11.5 per cent.



## FEES AND CHARGES

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

In most cases, our fees and charges for 2018/19 are proposed to increase by 2.35 per cent. There will be variances where minor rounding equates to a larger percentage. There are some exceptions where we believe a larger increase is fair and reasonable:

- an increase of 3.6 per cent to long day care fees (an increase from \$125.00 to \$129.50 per day) and an increase from \$134.80 to \$139.60 per day fee to apply to non-residents of City of Port Phillip who attend the Barring Djinang Kindergarten. 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
- Increase to fees for two course and three course centre based meals of 12.9 per cent and 17.4 per cent respectively due to increased service costs, however are in line with neighbouring Council prices and represent a discount to delivered meals
- annual garbage charge for non-rateable tenements to increase by 11.5 per cent from \$260 to \$290 to recover the full cost of the waste management service which has been negatively impacted by increased costs for recycling and landfill tipping
- annual service charge for the 240 Litre Waste Bin to increase by 25 per cent from \$120 to \$150 to recover the increased cost of the Waste Management service, including recycling and landfill tipping
- annual rebate for the 80 Litre Waste Bin to increase by 100 per cent from \$30 to \$60 to incentivise ratepayers to take up the small bin and reduce waste output
- gallery hire fee increases between 16 per cent to 42 per cent to recover security guard and extended opening hours on Thursdays
- new fee structure to include a summer fee for new traders to the Esplanade Market
- new Parking Machine Credit Card Surcharge Gateway fee per transaction of \$0.12 inclusive of GST
- resource Recovery Centre fees increase between 3.6 per cent to 5 per cent due to higher landfill costs
- Food Act registration and public health fees increased in line with fees set by neighbouring councils between 2.5 per cent to 127 per cent
- no increase to parking fees at Station Pier and Port Melbourne Waterfront, Fitzroy Street and Elwood foreshore areas
- no increase to adventure playground party hire fee to maintain affordability
- reduced and a simplified fee structure at Port Melbourne and South Melbourne town halls

- open space and event fees to factor in winter rates, community rates and a sliding scale depending on risks, impacts and strategy alignment
- six Months and 12 Months Work Zone permits increase by 14 per cent and 40 per cent respectively to ensure consistency with the permits for three months
- The Footpath Trading Fees Policy has been reviewed; the Acland Street precinct fee increase is in line with the standard fee increase whereas the Fitzroy Street fee will decrease.

There will be some new fees in 2018/19 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.

The complete schedule of proposed fees and charges for 2018/19 follows. Statutory fees may change during the financial year in accordance with updated Victorian Government legislation and regulation.

### We embrace difference, and people belong

#### Ageing and accessibility

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Planned activity groups</b>		
Planned activity group - quarter day activities for older people and people with disabilities	\$5.60	\$5.80
Planned activity group - half day activities for older people and people with disabilities - this includes water leisure activities	\$9.60	\$10.00
Planned activity group - full day activities for older people and people with disabilities	\$15.00	\$15.40
Planned activity group - package	\$86.60	\$89.00
Shopping Group (July to December) (four hours)	\$3.80	\$5.80
Shopping Group (January to June) (four hours)	\$5.60	\$5.80
Cooking Group (July to December) (three hours)	\$3.80	\$5.80
Cooking Group (January to June) (three hours)	\$5.60	\$5.80
<b>Personal, respite and home care (per hour)</b>		
Personal Care - Base	\$6.20	\$6.40
Personal Care - Medium	\$14.60	\$15.20
Personal Care - Max	\$39.80	\$41.00
Personal Care - Package	\$52.20	\$53.80
Respite Care - Base fee	\$4.40	\$4.60
Respite Care - Medium fee	\$7.40	\$7.80
Respite Care - Max fee	\$36.60	\$37.80
Respite Care - Package	\$52.20	\$53.80
Home Care - Base fee	\$8.00	\$8.20
Home Care - Med fee	\$19.00	\$19.40
Home Care - Max fee	\$35.20	\$36.00
Home Care - Package	\$52.20	\$53.40
Property Maintenance - Base fee	\$11.80	\$12.20
Property Maintenance - Med fee	\$18.60	\$19.20
Property Maintenance - Max fee	\$49.40	\$51.00
<b>Property Maintenance - Package</b>	<b>\$70.20</b>	<b>\$72.60</b>

## Fees and charges

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Food services</b>		
Food Services (individual)	\$9.00	\$9.20
Food Services - Package	\$10.40	\$10.80
Food Services - Package - meal only (itemised fees)	\$7.20	\$7.40
Centre-based meal - three courses	\$6.20	\$7.00
Centre-based meal - two courses	\$4.60	\$5.40

### Children

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Long day care</b>		
Long Day Care (daily fee)	\$125.00	\$129.50
Long Day Care (daily fee) - non-residents at Barrang Djinang Kindergarten	\$134.80	\$139.60

### Community programs and facilities

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Community connect - community facilities</b>		
Community groups Type 1 - based within Port Phillip	\$12.50	\$12.50
Community groups Type 2 - operating from outside Port Phillip	\$18.50	\$19.00
Semi-commercial Hirers	\$43.70	\$45.00
Private Hire	\$62.00	\$63.50
Public Liability Insurance	\$28.50	\$28.50
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	\$53.80	\$56.00
<b>Cora Graves - hall hire</b>		
Semi-commercial Use (per hour)	\$43.70	\$45.00
Casual hire (per hour)	\$62.00	\$63.50
Community groups (per hour)	\$12.50	\$12.50

### Families and young people

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Hire fees for St Kilda Adventure Playground</b>		
Party Hire: Non-resident	\$200.00	\$200.00
Party Hire: Resident	\$135.00	\$135.00
Party Hire: Resident Concession	\$50.00	\$50.00
Party Hire: Program member	\$25.00	\$25.00
Party Hire: Non-resident Concession	\$110.00	\$110.00
Hire: Community groups based within Port Phillip	\$12.50	\$12.50
Hire: Community groups operating from outside Port Phillip	\$18.50	\$18.50
Hire: Semi-commercial Hirers	\$43.70	\$43.70

### Recreation

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Commercial Recreation Activities - New Licences and Permits (Statutory Fees)</b>		
Beach and water activities - Annual Licence Fee	\$297.00	\$304.00
Beach based activities - Annual Licence Fee	\$297.00	\$304.00
Launch of craft only - Annual Licence Fee	\$554.00	\$567.00
Kiteboarding - Annual Licence Fee	\$1,948.00	\$1,994.00
Skydiving - Annual Licence Fee	\$169,000.00	\$173,000.00
All activities - Participant Fee Adult	\$2.40	\$2.50
All activities - Participant Fee Child	\$1.60	\$2.00
Personal Training (1 to 15 participants) - Annual Licence Fee	\$297.00	\$304.00
<b>Sports Ground and Facilities Bookings</b>		
Sports ground casual booking (community per day)	\$131.00	\$134.00
Sports ground casual booking (corporate per day)	\$190.00	\$195.00
Sports ground casual booking (high and private schools per term)	\$62.00	\$63.00
Pavilion hire casual (community and school groups)	\$97.00	\$99.00
Pavilion hire casual (corporate groups)	\$176.00	\$180.00
Pavilion Hire casual - Elwood Pavilion (corporate groups)	\$354.00	\$363.00
North Port Oval casual hire	\$487.00	\$498.00
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	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Infrastructure maintenance</b>		
Road Reinstatement - Refundable Deposit	\$1,000.00	\$1,500.00
Street Furniture Removal (includes bus shelters, seats, bins, bollards, bike hoops, planter boxes and any other street furniture item within the road reserve)	Full cost recovery (upon request)	Full cost recovery (upon request)
<b>South Melbourne Market</b>		
<b>Parking - Market Days</b>		
Car parking on market days is free for the first two hours, then 2 to 3 hours \$6; 3 to 4 hours \$12; 4 to 5 hours \$40, 5 hrs+ \$65		
<b>Parking - Non-market Days</b>		
Car parking on roof non-market days (Monday, Tuesday, Thursday)	\$13.00	\$13.00
<b>Parking permits</b>		
<b>Resident parking permit</b>		
Concession Card holders are entitled to obtain one Residential Permit free of charge and subsequent permits at half price.	\$79.00	\$81.00
<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.	\$116.00	\$119.00
Party parking permit (for two days and one night)	\$5.10	\$6.00
<b>Visitor parking permit (annual)</b>		
Concession Card holders are entitled to obtain one Visitor Permit free of charge and subsequent permits at half price.	\$106.00	\$109.00
<b>Foreshore parking permit</b>		
Concession Card holders * are entitled to obtain one Foreshore Permit free of charge and subsequent permits at half price.	\$57.00	\$59.00
<b>Foreshore Club Parking permit</b>		
Concession Card holders are entitled to obtain one Foreshore Permit free of charge and subsequent permits at half price.	\$97.00	\$100.00
Tradesman parking permit (per week)	\$51.00	\$53.00
Temporary parking permit - Admin fee	\$87.00	\$90.00
Unrestricted bay	\$6.20	\$7.00
Non-metered restricted time parking per bay	\$38.00	\$39.00
All Day parking ticket or meter parking per bay	\$22.00	\$23.00
Time restricted paid parking per bay	\$34.00	\$35.00
Permit reissue - Admin fee	\$20.00	\$21.00

\* 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	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Parking machine charges</b>		
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore) - per day	\$12.60	\$12.90
Foreshore area (tourist and excluding Waterfront Place, Station Pier, and Elwood Foreshore) - per hour	\$5.20	\$5.40
Station Pier and Waterfront Place - maximum / per day (1 July to 30 September and 1 April to 30 June)	\$8.50	\$8.50
Station Pier and Waterfront Place - maximum / per day (1 October to 31 March)	\$12.60	\$12.60
Station Pier and Waterfront Place - per hour (1 July to 30 September and 1 April to 30 June)	\$1.80	\$1.80
Station Pier and Waterfront Place - per hour (1 October to 31 March)	\$3.80	\$3.80
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - maximum / per day (1 July to 30 September and 1 April to 30 June)	\$8.50	\$8.50
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - maximum / per day (1 October to 31 March)	\$12.60	\$12.60
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)	\$1.80	\$1.80
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - per hour (1 October to 31 March)	\$3.80	\$3.80
South Melbourne East - North East of Kings Way (commercial) - per hour	\$3.80	\$3.90
South Melbourne South - Albert Road area (commercial) - per hour	\$3.80	\$3.90
South Melbourne South - Albert Road area (commercial) - per day	\$12.00	\$12.30
South Melbourne Central - North of Park and Ferrars street (industrial) - per hour	\$1.80	\$1.90
South Melbourne Central - North of Park and Ferrars street (industrial) - per day	\$8.50	\$8.80
South Melbourne Central - Clarendon Street Retail Precinct - per hour	\$1.80	\$1.90
South Melbourne Central - Clarendon Street Retail Precinct - per day	\$8.50	\$8.80
South Melbourne West - Southwest of Ferrars Street (Industrial) - per hour	\$1.80	\$1.90
South Melbourne West - Southwest of Ferrars Street (Industrial) - per day	\$8.50	\$8.80
St Kilda Road - North of St Kilda Junction (commercial) - per hour	\$3.80	\$3.90
St Kilda Road - South of St Kilda Junction (commercial / retail) - per hour	\$1.80	\$1.90

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
St Kilda Road - South of St Kilda Junction (commercial / retail) - per day	\$6.50	\$6.70
Elwood Foreshore Carpark per hour (1 July - 30 September and 1 April - 30 June) - per hour	\$1.80	\$1.80
Elwood Foreshore Carpark per hour (1 October - 31 March) - per hour	\$5.20	\$5.20
Elwood Foreshore Carpark (1 October - 31 March) - maximum/daily	\$12.60	\$12.60
Elwood Foreshore Carpark (1 July - 30 September and 1 April - 30 June) - maximum/daily	\$8.50	\$8.50
Fishermans Bend north of Woodgate Street and east of Boundary Street - per hour	No fee	\$1.90
Paid Parking Credit Card Gateway fee	\$0.00	\$0.12
<b>Parking enforcement</b>		
Vehicle Clearway Release Fee	\$415.00	\$425.00
Vehicle Transfer from Nationwide Towing to Manheim	\$720.00	\$737.00
Daily vehicle storage fee after 48 hours	\$18.50	\$19.00
Unregistered and abandoned vehicle release fee	\$415.00	\$425.00
<b>Parking fines</b>		
Penalty Fines - class 1	\$80.00	\$81.00
Penalty Fines - class 2	\$95.00	\$97.00
Penalty Fines - class 3	\$158.00	\$161.00
Penalty Reminder Notice	\$23.00	\$25.10
Lodgement fee	\$70.00	\$75.30

## We have smart solutions for a sustainable future

### Amenity

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>City Permits - community amenity</b>		
Works zone - application fee	\$102.00	\$104.40
Works zone permit for three or less months: Parking in front of construction site for workers' private vehicles for three months or less Up to four bays or the width of the site (whichever is the lesser)	\$1,289.45	\$1,320.00
Works zone permit for six months Parking in front of construction site for workers' private vehicles for six months. Up to four bays or the width of the site (whichever is the lesser)	\$2,301.00	\$2,640.00
Works zone permit for nine months Parking in front of construction site for workers' private vehicles for nine months. Up to 4 bays or the width of the site (whichever is the lesser)	\$3,013.50	\$3,960.00
Works zone permit for 12 months Parking in front of construction site for workers' private vehicles for 12 months. Up to four bays or the width of the site (whichever is the lesser)	\$3,746.40	\$5,280.00
Work Zone permit extensions: An extension to the permit allowing parking in front of construction site for workers' private vehicles	\$865.10	\$865.10
Work Zone permit (additional parking bays, in excess of four) Additional parking bays for workers' private vehicles in front of a construction site	\$263.40	\$263.40
Work Zone Signage installations and removal	\$387.45	\$395.00
Advertising Signs (Real Estate Agents) application fee Application fee for the permit to allow small Auctions signs to be placed in residential streets at the time of auctions or open for inspections only	\$102.00	\$104.00
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	\$661.10	\$677.00



## Fees and charges

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>City Permits - itinerant trading</b>		
Charity Bins application fee for permit to place a charity clothing bin on Council land	\$102.00	\$150.00
Charity Bins permit fee to place a charity clothing bin on Council land	\$65.60	\$100.00
Charity Bins Permit Renewal fee	\$102.00	\$104.00
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)	\$102.00	\$104.00
Commercial Waste Bins permit fee to store waste bins for commercial premises on Council land e.g. for cafes (not skip bins)	\$65.60	\$100.00
Commercial Waste Bins - 120 litre bin	\$65.60	\$67.15
Commercial Waste Bins - 240 litre bin	\$94.80	\$97.05
Commercial Waste Bins - up to 1,200 litres	\$378.20	\$387.10
Non-motorised trading permit fee (including pedicabs and horse drawn carts)	\$2,428.20	\$2,485.25
<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	\$224.25	\$230.00
Out of Hours permit - application fee or development work undertaken outside approved hours under the Local Law: 7 am to 6 pm Monday to Friday, 9 am to 3 pm Saturday. No works on Sunday or public holidays	\$102.00	\$104.00
Out of Hours Permit - permit fee per day for development work undertaken outside approved hours under the Local Law: 7 am to 6 pm Monday to Friday, 9 am to 3 pm Saturday. No works on Sunday or public holidays	\$372.00	\$380.00
Road Opening Permit - application fee for private contactors to excavate Council land for the purposes of water, electricity, telecommunications etc. Under legislation, service authorities are not required to obtain permits	\$102.00	\$104.00
Road Opening Permit - permit fee for private contractors to excavate Council land for the purposes of water, electricity, telecommunications etc. Under legislation, service authorities are not required to obtain permits	\$112.25	\$115.00
Vehicle Crossing - application fee for permit to construct or repair a private driveway to Council specifications	\$123.00	\$150.00
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)	\$167.00	\$171.00
Street Occupation Permit - application fee to apply for a permit to occupy Council land for works or storage of associated building materials	\$102.00	\$104.00
Street Occupation Permit - permit fee to occupy Council land for works or storage of associated building materials	\$122.00	\$125.00

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
Street Occupation Permit - for street occupation permits, an additional amount per square metre of ground level surface taken up per week or amount per square metre per day for overhead gantry (for example, air space)	Plus \$2.10 ground / \$1.10 head gantry per square metre per day	Plus \$2.10 ground / \$1.10 head gantry per square metre 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	\$102.00	\$104.00
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	\$128.10	\$131.00
Road Closure Permit - fee per day for other closures	\$213.70	\$218.00
Skip Bin Permit - application fee to apply for a permit to store a refuse/skip bin on Council land	\$26.85	\$27.50
Skip Bin Permit - per day for permit to store a refuse/skip bin on Council land	\$18.45	\$19.00
Skip Bin Permit - per week to store a refuse/skip bin on Council land	\$88.95	\$133.00

## Waste reduction

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Waste Management Operations</b>		
Sale of worm farms	\$77.00	\$77.00
Sale of compost bins	\$43.00	\$45.00
Resource Recovery Centre Fees (Car Boot)	\$21.00	\$22.00
Resource Recovery Centre Fees (Station Wagon, Utility)	\$40.00	\$42.00
Resource Recovery Centre Fees (Small Trailer)	\$55.00	\$57.00
Resource Recovery Centre Fees (Large Trailer)	\$101.00	\$105.00
Resource Recovery Centre Fees (Contractors per m <sup>3</sup> )	\$88.00	\$92.00
Resource Recovery Centre Fees - Non-Resident (car boot)	\$28.00	\$28.00
Resource Recovery Centre Fees - Non-Resident (Station Wagon, Utility)	\$52.00	\$54.00
Resource Recovery Centre Fees - Non-Resident (Small Trailer)	\$67.00	\$70.00
Resource Recovery Centre Fees - Non-Resident (Large Trailer)	\$111.00	\$115.00
Annual garbage charge for non-rateable tenements	\$260.00	\$290.00
Rebate (Refund) for 80 litre waste bin	-\$30.00	-\$60.00
Surcharge for \$240 litre waste bin	\$120.00	\$150.00

## Fees and charges

We are growing and keeping our character

### City planning and urban design

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Planning Scheme Amendment Fees</b>		
<b>Stage 1</b>		
a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions that do not seek a change to the amendment; and d) if applicable, abandoning the amendment	\$2,929.30	\$2,976.70
<b>Stage 2 - Up to and including 10 submissions that seek a change to an amendment:</b>		
e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)	\$14,518.60	\$14,753.50
<b>Stage 2 - 11 to (and including) 20 submissions which seek a change to an amendment:</b>		
e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)	\$29,008.80	\$29,478.00
<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)	\$38,778.00	\$39,405.20

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<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.	\$462.20	\$469.60

### Development approvals and compliance

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Building control fees</b>		
Legal Point of Discharge - for Stormwater, and provide information for the Building Surveyor	\$65.40	\$141.20*
Property enquiry (Form 2.10) 326/1 - to obtain property information relating to building permits and Notices & Orders outstanding ordinarily sought by solicitors	\$52.20	\$46.10*
Property enquiry (Form 2.10) 326/1 - plus \$40 fast track fee - (as above) additional fee for fast turnaround	\$52.20	\$46.10*
Flood level certificate 326/2 - to obtain property information relating to flooding	\$52.20	\$46.10*
Flood level certificate 326/2 - plus \$40 fast track fee - (as above) Additional fee for fast turnaround	\$52.20	\$46.10*
Property enquiry - 326/3 - to obtain inspecting approval dates ordinarily sought by an owner or mortgagee	\$52.20	\$46.10*
Lodgement fee from private building surveyors - commercial - associated with lodgement of building permit for commercial properties ordinarily lodged by the private building surveyor	\$39.10	\$118.90*
Lodgement fee from private building surveyors - residential - associated with lodgement of building permit for residential properties ordinarily lodged by the private building surveyor	\$39.10	\$118.90*
Government building levy (calculated as per cent of value of work). Fee associated with building permits and paid to the Building Commission as a levy	0.128 % and 0.034 %	0.128 % and 0.034 %
Report and Consent Fee - Rescode - associated with siting non-compliance in relation to building permits	\$262.10	\$283.40*
Report and Consent Fee - Hoarding - associated with precautions over the street alignment in relation to permits (hoarding, scaffold etc.)	\$262.10	\$287.60*
Report ONLY - Rescode and Hoarding - associated with precautions over the street alignment in relation to permits (i.e. hoarding, scaffold etc.)	\$513.80	\$526.00
POPE - Place of public entertainment - Small (up to 2000 people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$550.00	\$780.00

\* Subject to fees being gazetted by the Victorian Government

## Fees and charges

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
POPE - Place of public entertainment - Medium (2,001- 5,000 people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$1,000.00	\$1,430.00
POPE - Place of public entertainment - Large (5,001 plus people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$1,500.00	\$2,150.00
Siting Approval - One structure Applications lodged within 10 days of an event will incur a 50% surcharge	\$350.00	\$359.00
Siting Approval - Between two and five Structures Applications lodged within 10 days of an event will incur a 50% surcharge	\$550.00	\$563.00
Siting Approval - Greater than five Structures Applications lodged within 10 days of an event will incur a 50% surcharge	\$1,000.00	\$1,025.00
Fire Safety Determination - Small Building - associated with inspection of smaller buildings to provide assessment of fire safety	\$553.24	\$567.00
Fire Safety Determination - Medium Building - associated with inspection of medium buildings to provide assessment of fire safety	\$1,659.77	\$1,699.00
Fire Safety Determination - Large Building - associated with inspection of larger buildings to provide assessment of fire safety	\$2,766.25	\$2,832.00
<b>Building permits (internal)</b>		
Demolish detached dwelling	\$1,131.95	\$1,160.00
Demolish attached dwelling	\$1,361.00	\$1,395.00
Demolish outbuildings	\$681.60	\$698.00
Swimming pools (includes barrier to AS 1926)	\$1,863.70	\$1,910.00
Fences	\$680.35	\$696.00
Carports/garages <\$20,000	\$907.30	\$929.00
Carports/garages >\$20,000	\$1,134.30	\$1,161.00
Alterations and additions to a dwelling <\$100,000	\$1,361.00	\$1,393.00
Alterations and additions to a dwelling \$100,000 to \$200,000	\$1,586.70	\$1,624.00
Alterations and additions to a dwelling \$200,000 to \$300,000	\$1,892.15	\$1,937.00
Alterations and additions to a dwelling >\$300,000	\$2,265.90	\$2,320.00
New dwellings <\$250,000	\$2,418.85	\$2,477.00
New dwellings \$250,000 to \$500,000	\$2,871.40	\$2,939.00
New dwellings >\$500,000	\$3,324.90	\$3,403.00
Multiple dwellings (2)	\$4,534.50	\$4,642.00
Multiple dwellings (3)	\$5,289.60	\$5,414.00
Multiple dwellings (4)	\$6,045.30	\$6,188.00
Amendment to building permits issued	\$528.90	\$542.00
Extension of time to building permits issued	\$528.90	\$542.00
Shop fitouts <\$100,000	\$1,209.35	\$1,238.00

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
Shop fitouts \$100,000 to \$200,000	\$1,436.20	\$1,470.00
Shop fitouts >\$200,000	\$1,662.45	\$1,702.00
Internal alterations to class 2 apartments	\$1,134.60	\$1,162.00
Extension of time - Class 1 or 10	\$315.20	\$322.00
Extension of time - Class 2 to 9	\$453.40	\$464.00
Lapsed Permit Renewal (Class 1 or 10)	\$629.50	\$644.00
Lapsed Permit Renewal (Class 2 to 9) minimum fee	\$786.70	\$805.00
<b>Class 2, 3, 4, 5, 6, 7 and 9 alterations, additions and new buildings</b>		
Up to \$40,000	\$825.70	\$845.00
\$40,000 to \$100,000	\$ value x (1.749 %)	\$ value x (1.66 %)
\$100,001 to \$500,000	\$ value x (1.523 %)	\$ value x (1.44 %)
\$500,001 to \$2 million	\$ value x (0.617 %)	\$ value x (0.56 %)
>\$2 million to \$10 million	\$ value x (0.3284 %)	\$ value x (0.28 %)
>\$10 million to \$20 million	\$ value x (0.219 %)	\$ value x (0.174 %)
>\$20 million to \$30 million	\$ value x (0.215 %)	\$ value x (0.170 %)
>\$30 million to \$40 million	\$ value x (0.1965 %)	\$ value x (0.152 %)
>\$40 million to \$50 million	\$ value x (0.2048 %)	\$ value x (0.160 %)
>\$50 million	\$ value x (0.1872 %)	\$ value x (0.143 %)
<b>Statutory Planning and Business Support</b>		
Install solar panels for Residents and Industry	\$0.00	\$0.00
Use only (includes Liquor Licence and Car Park Waiver) - to apply for a planning permit to change the use of the land only	\$1,265.60	\$1,286.10
Single Dwelling (up to \$2,000,000) - use and/or develop a single dwelling per lot, and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land): -		
Less than \$10,000	\$192.00	\$195.10
More than \$10,001 less than \$100,000	\$604.40	\$614.10
More than \$10,000 less than \$500,000	\$1,237.10	\$1,257.20
More than \$500,000 less than \$1,000,000	\$1,336.70	\$1,358.30
More than \$1,000,000 less than \$2,000,000 (more than \$2,000,000 see Class 12, 13, 14 and 15)	\$1,436.20	\$1,459.50

## Fees and charges

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>VicSmart Application</b>		
\$10,000 or Less	\$192.00	\$195.10
More than \$10,000	\$412.40	\$419.10
Subdivide or consolidate land	\$192.00	\$195.10
<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)	\$1,102.10	\$1,119.90
\$100,000 to \$1,000,000 (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land)	\$1,486.00	\$1,510.00
\$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)	\$3,277.70	\$3,330.70
\$5,000,001 to \$15,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$8,354.30	\$8,489.40
<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)	\$24,636.20	\$25,034.60
\$50,000,001 plus (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$55,372.70	\$56,268.30
<b>Subdivision</b>		
Subdivide an existing building (other than a class 9 permit)	\$1,265.60	\$1,286.10
Two lot subdivision (other than a class 9 or class 16 permit)	\$1,265.60	\$1,286.10
Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$1,265.60	\$1,286.10
Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	\$1,265.60	\$1,286.10
<ul style="list-style-type: none"> <li>• create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or</li> <li>• create or remove a right of way; or</li> <li>• create, vary or remove an easement other than a right of way; or</li> <li>• vary/ remove a condition in the nature of an easement (other than right of way) in a Crown grant</li> </ul>	\$1,265.60	\$1,286.10
A Permit not otherwise provided for in the Regulations	\$1,265.60	\$1,286.10

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Other Statutory Planning Fees</b>		
S57A (a) Amend a (new) application after notice has been given (section 57A(3)(a)) is 40 per cent of the application fee for that class of permit.	40 % of Application Fee (and may incl. [ c ])	40 % of Application Fee (and may incl. [ c ])
S57A (b) Amend a Sec.72 application after notice has been given (section 57A(3)(a)) is 40 per cent of the application fee for that class of permit set out in the Table at Regulation 11 and any additional fee under (c) below.	40 % of Application Fee + [ c ]	40 % of Application Fee + [ c ]
S57A - If amending the application changes the class of application (c) Application to amend an Application for a (new) permit after notice has been given or Application to amend an application for S.72 changes to the class of that permit to a new class having a higher application fee set: additional fee being the difference between the original fee and the amended class fee.	Difference between original fee and new class \$	Difference between original fee and new class \$
Certificate of Compliance	\$312.80	\$317.90
Where the Planning Scheme specifies that a matter must be done "to the satisfaction of the responsible authority" (including car parking consent)	\$312.80	\$317.90
For an agreement, or to amend or end an agreement, under Section 173 of the Act	\$632.80	\$643.00
<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	\$1,265.60	\$1,286.10
Class 2 - Amendment to a permit (other than a permit for a single dwelling per lot or to use and develop a single dwelling per lot or to undertake development ancillary to a single dwelling per lot) to change the statement (preamble) of what the permit allows or to change any or all of the conditions which apply to the permit	\$1,265.60	\$1,286.10
<b>Single Dwelling (to \$2,000,000) - Amendment to a permit for a single dwelling per lot or use and develop a single dwelling per lot and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land)</b>		
Class 3 - (Class 2) less than \$10,000.	\$192.00	\$195.10
Class 4 - (Class 3) more than \$10,000 less than \$100,000	\$604.40	\$614.10
Class 5 - (Class 4) more than \$100,000 less than \$500,000	\$1,237.10	\$1,257.20
Class 6 - (Class 5 and 6) more than \$500,000 less than \$2,000,000	\$1,336.70	\$1,358.30
<b>VicSmart Applications</b>		
Class 7 - (Class 7) Less than \$10,000	\$192.00	\$195.10
Class 8 - (Class 8) more than \$10,000	\$412.40	\$419.10
Class 9 - (Class 9) to subdivide or consolidate land	\$192.00	\$195.10



## Fees and charges

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<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)	\$1,102.10	\$1,119.90
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)	\$1,486.00	\$1,510.00
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)	\$3,277.70	\$3,330.70
<b>Subdivision</b>		
Class 13 - (Class 16) to subdivide and existing building (other than a class 9 permit)	\$1,265.60	\$1,286.10
Class 14 - (Class 17) to subdivide land into two lots (other than a class 9 or class 16 permit)	\$1,265.60	\$1,286.10
Class 15 - (Class 18) To affect a realignment of a common boundary between lots or consolidate two or more lots (other than a class 9 permit)	\$1,265.60	\$1,286.10
Class 16 - (Class 19) Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	\$1,265.60	\$1,286.10 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	\$1,265.60	\$1,286.10
Class 18 - (Class 21) Amendments to an application for a permit not otherwise provided for in the Regulations	\$1,265.60	\$1,286.10
<b>Port Phillip Planning and Administration Fees</b>		
Secondary consent - Fee for amending Endorsed Plans	\$133.45	\$136.60
Certification - Endorsement of Plans of Subdivision	\$167.80	\$170.50
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	\$126.10	\$129.00
Car parking consent - for determining satisfactory car parking where no Planning Permit is required	\$133.45	\$136.60
Advertising - Board - per advertising sign when planning permit applications are required to be advertised	\$77.90	\$79.80
Advertising - Letter - per letter when planning permit applications are required to be advertised	\$11.30	\$11.60
Planning Confirmation - for response to requests for Planning information	\$178.35	\$182.55
Copy of Planning Register - for a copy of the planning register	\$77.90	\$79.75
Form A Report and Consent Request - for Report and Consent on Proposed Demolition	\$65.40	\$66.50

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Extension of time</b>		
1 dwelling	\$588.86	\$602.70
2-9 dwellings	\$710.75	\$727.45
10 or more dwellings	\$943.00	\$965.15
Subdivisions	\$588.85	\$602.70
Commercial/industrial	\$867.15	\$887.55
<b>Planning file search</b>		
Form A Report and Consent Request (Building Survey)	\$65.40	\$66.50
Residential lodged from 2008 onwards	\$58.43	\$60.00
Residential lodged during or prior to 2008	\$108.65	\$112.00
Residential Property Information Request	\$102.50	\$105.00
Commercial Applications - Lodged from 2008 onwards	\$94.56	\$97.00
Commercial Applications - Lodged prior 2008	\$323.59	\$332.00
Commercial Property Information Request	\$323.59	\$332.00
<b>Scanning / photocopying fee - per sheet / page</b>		
A4	\$1.40	\$1.40
A3	\$2.30	\$2.30
A2	\$5.10	\$5.10
A1 and A0	\$7.80	\$7.80

## Health services

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Food Act Registration &amp; 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</b>		
Medium (1 staff member) e.g. child care	\$279.00	\$300.00
Large (2+ staff) e.g. Aged / Residential Care	\$377.00	\$450.00
<b>Food Act Registration &amp; 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</b>		
Small	\$279.00	\$300.00
Medium	\$564.00	\$600.00
Large	\$797.00	\$850.00

## Fees and charges

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Food Act Registration and Renewal of Registration Fees - Class 3 regular (predominantly commercial premises - open most days of the week or mobile or temporary premises operating regularly (most weekends, large events). Initial registration fees decrease on a pro-rata basis quarterly</b>		
Small	\$168.00	\$200.00
Medium	\$279.00	\$330.00
Large	\$377.00	\$450.00
<b>Food services</b>		
Food Act Registration and Renewal of Registration Fees - Supermarkets. Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$564.00	\$600.00
Medium	\$797.00	\$850.00
Large	\$1,245.00	\$1,275.00
<b>Food Act Registration and Renewal of Registration Fees - Class 2 Community Groups and Clubs. Initial registration fees decrease on a pro-rata basis quarterly</b>		
Small	\$71.00	\$75.00
Regular	\$146.00	\$150.00
Large	\$564.00	\$600.00
<b>Food Act Registration and Renewal of Registration Fees - Class 3 Community Groups and Clubs. Initial registration fees decrease on a pro-rata basis quarterly</b>		
Small	\$60.00	\$65.00
Regular	\$122.00	\$125.00
Large	\$279.00	\$330.00
<b>Mobile or temporary premises associated with a permanent fixed premises</b>		
Class 3	\$122.00	\$125.00
Class 2	\$146.00	\$150.00
<b>Commercial mobile or temporary premises (Large Scale) - Operating regularly state-wide</b>		
Class 3	\$279.00	\$330.00
Class 2	\$564.00	\$600.00
<b>Commercial mobile or temporary premises - operating regularly State-wide</b>		
Class 3	\$168.00	\$200.00
Class 2	\$279.00	\$330.00
<b>Commercial mobile or temporary premises - operating occasionally, seasonally or equivalent</b>		
Class 3	\$122.00	\$125.00
Class 2	\$146.00	\$170.00
<b>Commercial mobile or temporary premises - single event or day registration</b>		
Class 3	\$60.00	\$65.00
Class 2	\$71.00	\$75.00

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Community group, sporting club, school or other not for profit - mobile or temporary premises - operating occasionally, seasonally or up to 12 months</b>		
Class 3	\$60.00	\$65.00
Class 2	\$71.00	\$75.00
<b>Community group, sporting club, school or other not for profit - mobile or temporary premises - single event or day registration (festivals)</b>		
Class 2 and 3	\$0.00	\$0.00
<b>Food Act Registration Late Fees</b>		
Registration late fee (Class 1)	\$33.00	\$75.00
Registration late fee (Class 2 and 3)	\$94.00	\$125.00
<b>Transfer of Registration Fees (Food Act)</b>		
Class 1 and 3	\$127.00	\$160.00
Class 2	\$188.00	\$240.00
<b>Plan Approval Fee</b>		
Class 1 and 3	\$127.00	\$160.00
Class 2	\$188.00	\$240.00
<b>Transfer Inspection Report fees (Food Act)</b>		
Class 1 and 3	\$127.00	\$160.00
Class 2	\$188.00	\$240.00
<b>Registered Charities</b>		
Class 1,2 and 3	\$0.00	\$0.00
<b>Personal services premises</b>		
Public Health and Wellbeing Act Fee - Personal services premises. Hairdresser and low-risk beauty parlour fee is full amount and is a one-off single payment with no requirement to renew registration annually. For skin penetration, colonic irrigation, higher risk beauty parlour and hairdressers with additional beauty treatments, the initial registration fees decrease on a pro-rata basis by 1/4 every three months throughout the annual registration period and must be renewed annually.		
Registration Fee	\$151.00	\$200.00
Registration Late Fee	\$63.00	\$75.00
Plan Approval Fee	\$57.00	\$60.00
Transfer of registration fees	\$76.00	\$125.00
Transfer Inspection Report fees	\$76.00	\$200.00

## Fees and charges

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Prescribed accommodation</b>		
Prescribed accommodation - Residential Accommodation / Rooming House / Youth Hostel / Student Dormitory / Hotel / Motel Registration Fees		
1 to 10 residents	\$212.00	\$260.00
11 to 20 residents	\$398.00	\$407.00
21 to 40 residents	\$592.00	\$606.00
41 to 60 residents	\$968.00	\$991.00
61 to 80 residents	\$1,615.00	\$1,653.00
80+ residents	\$1,995.00	\$2,042.00
<b>Registration Late Fee</b>		
Registration Late Fee	\$64.00	\$66.00
<b>Plan Approval Fee</b>		
Category 1 (1 to 20 residents)	\$94.00	\$175.00
Category 2 (21 to 60 residents)	\$127.00	\$225.00
Category 3 (61+ residents)	\$188.00	\$250.00
<b>Transfer of registration fees (Public Health and Wellbeing Act)</b>		
Category 1 (1 to 20 residents)	\$127.00	\$150.00
Category 2 (21 to 60 residents)	\$252.00	\$260.00
Category 3 (61+ residents)	\$377.00	\$390.00
<b>Transfer Inspection Report fees (Public Health and Wellbeing Act)</b>		
Category 1 (1 to 20 residents)	\$127.00	\$200.00
Category 2 (21 to 60 residents)	\$252.00	\$300.00
Category 3 (61+ residents)	\$377.00	\$400.00

## Local laws and animal management

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Animal management</b>		
<b>Domestic Animal Business</b>		
Domestic Animal Business	\$262.00	\$270.00
<b>Dog</b>		
Permit for multiple dogs per residence (one off payment)	\$66.00	\$68.00
Restricted breed dog - includes any declared, menacing, dangerous dogs	\$256.00	\$262.00
Minimum fee non-pensioner	\$67.00	\$69.00
Maximum fee non-pensioner	\$200.00	\$205.00
Minimum fee pensioner	\$30.50	\$31.00
Maximum fee pensioner	\$92.00	\$94.00
Reclaim impounding fees	\$162.00	\$166.00
Rebate for Assist Dogs (on production of required documentation)	-\$67.00	-\$69.00
<b>Cat</b>		
Minimum fee non-pensioner	\$35.00	\$36.00
Maximum fee non-pensioner	\$102.00	\$104.00
Minimum fee pensioner	\$15.50	\$16.00
Maximum fee pensioner	\$47.50	\$49.00
Reclaim impounding fees	\$84.00	\$86.00
Deposit cat trap (Refundable)	Not applicable	\$100.00
Cat trap fee per week	Not applicable	\$10.00
<b>Local Laws</b>		
<b>Local Laws reclaim fee</b>		
Reclaim fee - impounded goods, for any goods, materials impounded by council that are released to the owner e.g. shopping trolleys	\$154.00	\$158.00
<b>Local law permit fees</b>		
Significant Trees - application fee to apply for permit to remove or prune a significant tree on private land	\$102.00	\$104.00
Significant Tree - application fee for removal, per significant tree on private land	Not applicable	\$150.00
Significant Trees - permit fee to remove or prune a significant tree on private land	\$65.60	\$67.00
General Local Laws Permit Fee	\$200.00	\$205.00

## Fees and charges

### Public space

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Events</b>		
Event and promotion application fee	\$88.00	\$90.00
Amendments to approval fee	No fee	\$60.00
Late documentation	No fee	\$90.00
Busking Fee - six months 9 am to 9 pm	\$70.00	\$50.00
Street Stall Permit / Collection	\$62.00	\$63.00
Temporary signage fee - up to 14 days only	\$145.00	\$148.00
<b>Commercial Promotions</b>		
Product Promotions - roving, no structures (per hour)	\$312.00	\$320.00
Product Promotions - with structures or vehicles (per hour) - St Kilda Precinct	\$475.00	\$490.00
Product Promotions - with structures or vehicles (per hour) - outside St Kilda Precinct	\$370.00	\$380.00
Product Promotions - per day fee for an eight-hour day	\$2,770.00	\$2,835.00
Product Promotions - per day fee for an eight-hour day package (Minimum three days)	\$2,306.00	\$2,360.00
Distributing Promotional Flyers - for Port Phillip businesses (per hour)	\$20.00	\$20.00
Distributing Promotional Flyers - for Port Phillip businesses (full day / eight hours)	\$100.00	\$102.00
<b>Commercial Event or Promotion - site fee per day</b>		
Unique site (up to 5,000 participants)	\$6,170.00	N/A
Catani Gardens Base Fee	No fee	\$7,000.00
South Beach Reserve	No fee	\$6,315.00
Combined use of South Beach Reserve and St Kilda Foreshore (up to 5,000 participants)	\$7,300.00	\$7,472.00
Small Local Business Event	No fee	\$20.00
Small events	\$280.00	\$287.00
Intermediate events	\$650.00	\$665.00
Medium events	\$1,245.00	\$1,275.00
Large events	\$2,515.00	\$2,575.00
Major event	\$6,170.00	\$6,315.00
High risk / high impact event	\$6,000-\$25,000	\$7,000-\$25,000
St Kilda peak season (December - February)	\$6,000-\$25,000	\$7,000-\$25,000
Closure of Pier Road	No fee	\$1,450.00
Bump in and bump out fee - weekends per day	\$630.00	\$800.00
Bump in and bump out fee - weekdays per day	\$470.00	\$650.00
Refundable Security Bond per site	\$500 - \$50,000	\$5000 - \$50,000
Refundable Noise Bond	\$5,000 - \$20,000	\$5000 - \$20,000

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>On-road events</b>		
Combination Events (Reserve and road use); flat fee 0 - 2,000 registered participants inclusive	\$10,000.00	\$10,235.00
Combination Events (Reserve and road use) for events with over 2,000 registered participants, additional fee per registered participant 2,001+	\$5.05	\$5.10
Traffic management costs (per hour)	\$110.00	\$113.00
Parking on Reserve fee	\$95.00	\$97.00
On-Road Only (per participant) - minimum charge 2,000 participants	\$1.50	\$1.55
Community Event (single site per day)	10 % of event fee	10 % of event fee
Community Event - late information	No fee	\$287 to \$6,315
Winter events	No fee	50 % of full fee
<b>Markets</b>		
Outdoor Markets (per session)	\$635.00	\$650.00
<b>Grand Prix</b>		
Grand Prix stallholders - 3m x 3m site	\$615.00	\$630.00
Grand Prix stallholders (units metre <sup>2</sup> )	\$1.40	\$1.50
Grand Prix roving permits (per user)	\$430.00	\$441.00
<b>Parks Services</b>		
Amenity valuation cost recovery for approved public tree removal and replacement	Upon request	Upon request



## Fees and charges

We thrive by harnessing our creativity

### Arts, culture and heritage

Description	2017/18 fee <small>(incl. GST if applicable)</small>	2018/19 fee <small>(incl. GST if applicable)</small>
<b>Heritage</b>		
Curatorial Services (heritage image reproduction service - digital image delivery by email or CD)	\$36.50	\$37.50
Gallery hire fee for exhibitions - room 1 (4 week hire)	\$660.00	\$935.00
Gallery hire fee for exhibitions - rooms 2 and 3 (4 week hire)	\$770.00	\$1045.00
Gallery hire fee for exhibitions for individuals - rooms 1, 2 and 3 (4 week hire)	\$1,100.00	\$1,375.00
Gallery hire fee for exhibitions for groups - rooms 1, 2 and 3 (4 week hire)	\$1,650.00	\$1,925.00
<b>Filming permits</b>		
Filming Permits (motion pictures and related photography (first day))	\$862.00	\$905.00
Filming Permits (motion pictures and related photography (second day))	\$525.00	\$551.00
Filming Permits (motion pictures and related photography (third and subsequent days))	\$180.00	\$185.00
Filming Permits (motion pictures and related photography (community / cultural benefit))	\$180.00	\$185.00
Filming Permits (motion pictures, half day)	\$525.00	\$551.00
Filming Permits (service fee - low budget)	\$50.00	\$50.00
Filming Permits (service fee - no budget)	\$20.00	\$20.00
<b>Photography permits</b>		
Photography Permit (commercial stills photography - first day)	\$400.00	\$420.00
Photography Permit (commercial stills photography - second and subsequent days)	\$180.00	\$185.00

### Economic development and tourism

Description	2017/18 fee <small>(incl. GST if applicable)</small>	2018/19 fee <small>(incl. GST if applicable)</small>
<b>City Permits - footpath trading (Footpath trading policy under review, the following fees are subject to change)</b>		
<b>Occupancy Permits - Tables - to place a table on the footpath (annual cost per item).</b>		
Acland Street	\$79.00	\$85.15
Fitzroy Street	\$79.00	\$92.08
Standard	\$79.00	\$85.15
Discount	\$45.00	\$48.60
<b>Footpath occupancy permits - Chairs - to place a chair on the footpath (annual cost per item).</b>		
Acland Street	\$117.00	\$125.97
Fitzroy Street	\$117.00	\$114.05
Standard	\$117.00	\$125.97
Discount	\$70.00	\$75.60
<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	\$125.03
Standard	\$106.00	\$114.31
Discount	\$61.00	\$65.88
<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	\$152.91
Standard	\$158.00	\$170.29
Discount	\$95.00	\$102.60
<b>Footpath occupancy permits - various</b>		
Footpath occupancy permits - Advertising signs one per property only	\$321.85	\$329.45
Footpath occupancy permits - Display of goods	\$384.38	\$394.00
Footpath occupancy permits - Planters per premises with outdoor furniture	\$110.70	\$113.53
Footpath occupancy permits - Screens per premises with outdoor furniture	\$195.78	\$200.34
Footpath occupancy permits - Outdoor heaters	\$129.15	\$132.45
Renewal Fee	\$120.00	\$120.00
New Applications Fee	\$120.00	\$120.00
Transfers	\$120.00	\$120.00
Glass Screen Application Fees	\$250.00	\$250.00
Miscellaneous items including menu boards, newspaper stands	\$175.00	\$183.75

## Fees and charges

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Temporary Permits</b>		
Temporary Application Fee	\$69.70	\$69.70
Temp - Marketing and Promotion activity (daily charge) to a max of \$305	\$75.85	\$75.85
Advertising signs application fee	\$69.70	\$69.70
Advertising signs per day (with a maximum of \$255)	\$40.00	\$41.00
<b>Extended Trading - Outdoor seating</b>		
Extended Trading application fee	\$69.70	\$69.70
Extension of current situation \$10m <sup>2</sup> minimum of \$200	\$228.60	\$228.60
Marque enclosing outdoor seating \$15m <sup>2</sup> minimum of \$200	\$228.60	\$228.60
Marque - once off yearly sales \$110/day maximum \$550	\$119.00	Not applicable
<b>Mobile Food Vans</b>		
Mobile Food Vans Permit	\$2,227.30	\$2,280.00
Mobile Food Vehicle Application Fee	\$71.75	\$74.00

## Festivals

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>St Kilda Festival</b>		
St Kilda Festival road trading (non-alcohol per m <sup>2</sup> )	\$10.00	\$10.00
St Kilda Festival road Trading (with alcohol per m <sup>2</sup> )	\$26.00	\$27.00
St Kilda Festival Itinerant Market Stall (high pedestrian zone)	\$322.00	\$330.00
St Kilda Festival Itinerant Market Stall (regular zone)	\$167.00	\$171.00
St Kilda Festival All Food Vending Areas (under 15 m <sup>2</sup> )	\$77.00	\$79.00
St Kilda Festival All Food Vending Areas (over 15 m <sup>2</sup> )	\$118.00	\$121.00
St Kilda Festival Trading Application Fee	\$31.00	\$32.00
St Kilda Film Festival call for entry fee - early bird rate	\$35.00	\$36.00
St Kilda Film Festival call for entry fee - standard rate	\$39.00	\$40.00
St Kilda Festival call for entry fee	\$33.00	\$34.00
Cost Recovery (infrastructure and power hire)	Cost Recovery	Cost Recovery

## Libraries

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
Local History - microfiche reader printer copies	\$0.20	\$0.20
Internet/PC copy charge	\$0.20	\$0.20
Black and white photocopy charges - A4	\$0.20	\$0.20
Black and white photocopy charges - A3	\$0.20	\$0.20
Colour Photocopy Charges	\$1.00	\$1.00
Inter Library Loans	\$2.00	\$2.00

## Markets

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Esplanade Market</b>		
Esplanade Market (3 monthly permits) 2.4 metre size site (1 July - 30 September and 1 April - 30 June)	\$620.00	\$635.00
Esplanade Market (3 monthly permits) 2.4 metre size site (1 October - 31 March)	\$620.00	\$700.00
Esplanade Market (6 monthly permits) 2.4 metre size site	\$1,133.00	\$1,160.00
Esplanade Market (12 monthly permits) 2.4 metre size site	\$2,112.00	\$2,160.00
Esplanade Market (casual permits) 2.4 metre size site (1 July - 30 September and 1 April - 30 June)	\$77.00	\$78.00
Esplanade Market (casual permits) 2.4 metre size site (1 October - 31 March)	\$77.00	\$87.00
Esplanade Market (3 monthly permits) 3.1 metre size site (1 July - 30 September and 1 April - 30 June)	\$682.00	\$698.00
Esplanade Market (3 monthly permits) 3.1 metre size site (1 October - 31 March)	\$682.00	\$770.00
Esplanade Market (6 monthly permits) 3.1 metre size site	\$1,246.00	\$1,275.00
Esplanade Market (12 monthly permits) 3.1 metre size site	\$2,323.00	\$2,377.00
Esplanade Market (casual permits) 3.1 metre size site (1 July - 30 September and 1 April - 30 June)	\$85.00	\$87.00
Esplanade Market (casual permits) 3.1 metre size site (1 October - 31 March)	\$85.00	\$96.00
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 3m site (1 July - 30 September and 1 April - 30 June)	\$169.00	\$173.00
Ready to eat food - Casual stalls 3m site (1 October - 31 March)	\$169.00	\$191.00
Ready to eat food - Casual stalls oversize site (1 July - 30 September and 1 April - 30 June)	\$231.00	\$236.00
Ready to eat food - Casual stalls oversize site (1 October - 31 March)	\$231.00	\$261.00
Ready to eat food - Quarterly Permits - for 3 months. (January - March, April - June, July - September, October - December)	\$1,364.00	Not applicable
Coffee Vendor 2.4M - Quarterly Permits - for 3 months. (July - September, October - December, January - March, April - June)	\$930.00	\$950.00
Coffee Vendor 3.1M - Quarterly Permits - for 3 months. (July - September, October - December, January - March, April - June)	\$956.00	\$978.00
Coffee Vendor - Half yearly Permits - for 6 months (July - December, January - June)	\$1,746.00	Not applicable
Coffee Vendor - Annual Permits - for 12 months (July - June)	\$3,255.00	Not applicable
Coffee Vendor - Casual Fee	\$115.50	\$118.00

## Fees and charges

### Our commitment to you

#### Finance and project management

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Rates</b>		
Land Information Certificates	\$25.90	\$26.30
Urgent Land Information Certificates	\$93.10	\$95.00
Reprint of prior years' Rates notice	\$11.30	\$12.00
<b>Financial management</b>		
Dishonoured Cheques	\$44.00	\$45.00

#### Governance and engagement

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Freedom of Information</b>		
Freedom of Information requests (excluding photocopying charges)	\$27.90	\$28.40
Search Fees - charge rate is per hour	\$21.33	\$21.33
Photocopying A4 per copy black and white	\$0.20	\$0.20
Photocopying A4 per copy colour	\$1.00	\$1.00
<b>Minor Foreshore and Parks Weddings and Events</b>		
St Kilda Botanical Gardens, Catani Gardens and St Vincent Gardens - Community, Wedding Ceremony, Private Function (1 hour permit)	\$137.00	\$140.00
St Kilda Botanical Gardens, Catani Gardens and St Vincent Gardens - Commercial Function (1 hour permit)	\$258.00	\$264.00
General Gardens (non-heritage) - Community, Wedding Ceremony, Private Function (1 hour permit)	\$86.00	\$88.00
General Gardens (non-heritage) - Commercial Function (1 hour permit)	\$228.00	\$233.00
Additional Structures 3 x 3 metre or larger (rides, jumping castles, etc. please allow for additional set up / pack down times)	\$205.00	\$210.00
<b>Hall hire</b>		
<b>St Kilda Town Hall - Auditorium full (including kitchen)</b>		
Commercial Monday to Thursday whole day	\$2,276.00	\$2,329.00
Commercial Friday to Sunday whole day	\$4,480.00	\$4,585.00
Community Monday to Thursday whole day	\$970.00	\$993.00
Community Friday to Sunday whole day	\$1,616.00	\$1,654.00

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
After Hours Hourly Rate Commercial (before 8 am or after 1 am)	\$290.00	\$297.00
After Hours Hourly Rate Community (before 8 am or after 1 am)	\$162.00	\$166.00
<b>Port Melbourne Town Hall - Auditorium (including kitchen)</b>		
Commercial Monday to Thursday whole day	\$1,364.00	\$1,396.00
Commercial Friday to Sunday whole day	\$1,712.00	\$1,752.00
Community Monday to Thursday whole day	\$583.00	\$597.00
Community Friday to Sunday whole day	\$712.00	\$597.00
After Hours Hourly Rate Commercial (before 8 am or after 1 am)	\$104.00	\$106.00
After Hours Hourly Rate Community (before 8 am or after 1 am)	\$33.00	\$34.00
<b>South Melbourne Town Hall - Auditorium (including kitchen)</b>		
Commercial Monday to Thursday whole day	\$1,403.00	\$1,436.00
Commercial Friday to Sunday whole day	\$1,874.00	\$1,918.00
Community Monday to Thursday Whole day	\$712.00	\$729.00
Community Friday to Sunday whole day	\$841.00	\$729.00
After Hours Hourly Rate Commercial (before 8 am, after 1 am)	\$174.00	\$178.00
After Hours Hourly Rate Community (before 8 am, after 1 am)	\$98.00	\$100.00
<b>Meeting rooms</b>		
<b>St Kilda Town Hall - Nairn</b>		
Commercial per hour	\$93.00	\$95.00
Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$46.00	\$47.00
Community per hour (non-peak)	\$12.00	\$12.00
<b>St Kilda Town Hall - Gunuwarra</b>		
Commercial per hour	\$116.00	\$119.00
Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$46.00	\$47.00
Community per hour (non-peak)	\$12.00	\$12.00
<b>St Kilda Town Hall - Wominjeka Reception</b>		
Commercial per hour	\$116.00	\$119.00
Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$46.00	\$47.00
Community per hour (non-peak)	\$12.00	\$12.00
<b>St Kilda Town Hall - Council Chamber</b>		
Commercial per hour	\$173.00	\$177.00
Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$84.00	\$86.00
Community per hour (non-peak)	\$12.00	\$12.00

## Fees and charges

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>St Kilda Town Hall - St Kilda</b>		
Commercial per hour	\$93.00	\$95.00
Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$46.00	\$47.00
Community per hour (non-peak)	\$12.00	\$12.00
<b>St Kilda Town Hall - Ngargee</b>		
Commercial per hour	\$116.00	\$119.00
Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$46.00	\$47.00
Community per hour (non-peak)	\$12.00	\$12.00
<b>St Kilda Town Hall - Yalukit</b>		
Commercial per hour	\$116.00	\$119.00
Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$46.00	\$47.00
Community per hour (non-peak)	\$12.00	\$12.00
<b>St Kilda Town Hall - Training</b>		
Commercial per hour	\$116.00	\$119.00
Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$46.00	\$47.00
Community per hour (non-peak)	\$12.00	\$12.00
<b>St Kilda Town Hall - Port Melbourne room</b>		
Commercial per hour	\$93.00	\$95.00
Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$46.00	\$47.00
Community per hour (non-peak)	\$12.00	\$12.00
<b>Port Melbourne Town Hall meeting rooms</b>		
Mayors Room - Commercial per hour	\$93.00	\$95.00
Mayors Room - Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$46.00	\$47.00
Community per hour (non-peak)	\$12.00	\$12.00
<b>Port Melbourne Town Hall Council Chamber</b>		
Council Chamber - Commercial per hour	\$116.00	\$119.00
Council Chamber - Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$67.00	\$69.00
Community per hour (non-peak)	\$12.00	\$12.00

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>South Melbourne Town Hall meeting rooms</b>		
Commercial per hour	\$173.00	\$177.00
Community per hour (peak 9 am to 5 pm Monday to Friday and weekends)	\$84.00	\$86.00
Community per hour (non-peak)	\$12.00	\$12.00
<b>South Melbourne Town Hall Council Chamber</b>		
Commercial per hour	\$173.00	\$177.00
Community per hour (peak 9am to 5pm Monday to Friday and weekends)	\$84.00	\$86.00
Community per hour (non-peak)	\$12.00	\$12.00
<b>Staff labour (per hour)</b>		
Duty Officer Fees - (Monday to Thursday) (minimum three hours)	\$39.00	\$40.00
Duty Officer Fees - (Friday, Saturday and Sunday) (minimum three hours)	\$68.00	\$70.00
Duty Officer Fees - (Public Holidays) (minimum three hours)	\$83.00	\$85.00
Security Officer Fees - (Monday to Thursday) (minimum four hours)	\$48.00	\$49.00
Security Officer Fees - (Friday, Saturday, Sunday and Public Holidays) (minimum four hours)	\$80.00	\$82.00
Public Liability Fee	\$30.00	\$31.00
Bond - Commercial	\$3,075.00	\$3,147.00
Bond - Community	\$1,025.00	\$1,049.00

## Technology, transformation and customer experience

Description	2017/18 fee (incl. GST if applicable)	2018/19 fee (incl. GST if applicable)
<b>Geospatial Information Systems</b>		
GIS hourly rate for further work	\$65.60	\$67.00



## 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 <b>Corporations Act 2001</b> . They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
<b>Adjusted underlying revenue</b>	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from sources other than grants and non-monetary contributions.
<b>Adjusted underlying surplus (or deficit)</b>	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council, which excludes the masking of the net surplus (or deficit) by capital-related revenue.
<b>Annual budget</b>	Plan under section 127 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months, and the funding and other resources required.
<b>Annual report</b>	The annual report prepared by Council under sections 131, 132 and 133 of the Act. The annual report to the community contains a report of operations and audited financial and performance statements.
<b>Annual reporting requirements</b>	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
<b>Asset expansion expenditure</b>	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to beneficiaries.
<b>Asset renewal expenditure</b>	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
<b>Asset upgrade expenditure</b>	Expenditure that: (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 shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works should be prepared in accordance with Regulation 9 of the <b>Local Government (Planning and Reporting) Regulations 2014</b> .
<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 <b>Local Government Amendment (Performance Reporting and Accountability) Bill 2013</b> amends the date the budget must be adopted to 30 June each year - refer section 11(1) of the Bill. This amends section 130 (3) of the Act.
<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 <b>Local Government Act 1989</b> . This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework.
<b>Department of Environment, Land, Water and Planning (DELWP)</b>	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP).
<b>Discretionary reserves</b>	Discretionary reserves are funds earmarked by Council for various purposes.
<b>External influences in the preparation of a budget</b>	Matters arising from third party actions over which Council has little or no control, such as change in legislation.
<b>Financial sustainability</b>	A key outcome of the Strategic Resource Plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
<b>Financing activities</b>	Financing activities means those activities that relate to changing the size and composition of the financial structure of the entity, including equity and borrowings not falling within the definition of cash.
<b>Four way budgeting methodology (Strategic Resource Plan)</b>	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
<b>Infrastructure</b>	Non-current property, plant and equipment, excluding land.
<b>Infrastructure strategy</b>	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
<b>Internal influences in the preparation of the budget</b>	Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).
<b>Investing activities</b>	Investing activities means those activities that relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
<b>Key assumptions</b>	When preparing a balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.

Term	Definition
<b>Legislative framework</b>	The Act, Regulations and other laws and statutes that set a Council's governance, planning and reporting requirements.
<b>Local Government Model Financial Report</b>	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.
<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.

## Glossary

Term	Definition
<b>Rating strategy</b>	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum or rate levels and increases from year to year are made as part of Council's long term financial planning processes, and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
<b>Recurrent grant</b>	A grant other than a non-recurrent grant.
<b>Regulations</b>	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 that cause a material change in the budget and which affects the financial operations and position of Council.
<b>Road Management Act</b>	The purpose of this Act, which operates from 1 July 2004, is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the <b>Local Government Act 1989</b> .
<b>Services, Initiatives and Major Initiatives</b>	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan. The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have major focus in the budget.</p>
<b>Statement of Capital Works</b>	Means a statement that shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance with the model statement of capital works in the Local Government Model Financial Report.
<b>Statement of Human Resources</b>	Means a statement that shows all Council staff expenditure and the number of full time equivalent Council staff.
<b>Statutory reserves</b>	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.

Term	Definition
<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> </ul> <p>In preparing the strategic resource plan, councils should comply with the principles of sound financial management (Section 136) as prescribed in the Act being to:</p> <ul style="list-style-type: none"> <li>prudently manage financial risks relating to debt, assets and liabilities</li> <li>provide reasonable stability in the level of rate burden</li> <li>consider the financial effects of council decisions on future generations</li> <li>provide full, accurate and timely disclosure of financial information.</li> </ul> <p>In addition to section 126 of the Act parts 2 and 3 of the Regulations also prescribe further details in relation to the preparation of the strategic resource plan.</p>
<b>Unrestricted cash</b>	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
<b>Valuations of Land Act 1960</b>	The <b>Valuations of Land Act 1960</b> requires a Council to revalue all rateable properties every two years. Valuations of Land Act - Section 11.