

Council Plan 2021-31

Volume 2





Community Vision

Proudly Port Phillip

A liveable and vibrant City that enhances the wellbeing of our community

Strategic Directions



Inclusive Port Phillip

A City that is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities.



Liveable Port Phillip

A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well-managed, and it is safer and easy to connect and travel within.



Sustainable Port Phillip

A City that has a sustainable future, where our environmentally aware and active community benefits from living in a bayside city that is greener, cooler, cleaner and climate resilient.



Vibrant Port Phillip

A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs.



Well-Governed Port Phillip

A City that is a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts.

Council Plan 2021-31

Volume 2

Financial Plan and Budget

The Council Plan is divided across three volumes

Council Plan 2021-31 Volume 1

Introduces the Plan and includes background information, development approach and details on the inputs that informed the Plan. It presents our Strategic Directions (including the services provided and performance indicators), an overview of our Financial Strategy and a list of proposed capital works projects by neighbourhood. It also provides the 10-year vision our community has for our City.

Council Plan 2021-31 Volume 3

Contains information on the 28 services we provide to our community.

Acknowledgement

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

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Our Financial Strategy

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Delivering on our Strategic Directions

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Glossary

Our Financial Strategy

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

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

Addressing our financial challenges

Over the next 10 years we will face many challenges that require strong financial leadership and solutions to overcome them. Many of the long-term challenges identified in previous Council Plans are still critical and relevant for this Council Plan, however, the shock to our way of living in 2020 means some of these challenges have been magnified or new themes have appeared over the past year.

There are eight key long-term challenges outlined in Volume One that must be addressed to achieve our community's vision for Port Phillip. This includes addressing the economic, social and health disadvantage experienced by some in our community, which in some cases is being experienced for the first time. Responding to the needs of a diverse group of customers and ensuring that in shifting towards greater use of technology we are not inadvertently exacerbating the digital divide. Climate change

is a continuing challenge that requires investment in our assets, changing how we deliver our services and working with our community and partners. The economic shock associated with COVID-19 affected many in the City of Port Phillip and the operations and finances of Council were not immune. A significant challenge over the next decade will be continuing to help our community not only recover but rebuild and become more resilient to future economic shocks.

Pre-COVID-19, projected population growth between 2020 and 2041 was a 50 per cent increase in those calling Port Phillip home. Given the events of 2020, we expect this rise may be steadier, however it will still be important to plan for this growth, given increased demands for everything from access to open space to community services. We must also continue to undertake planning for transport, parking and mobility. While patterns have changed due to COVID-19, there is no doubt that transport, parking and mobility are among the most critical issues for our community. More

household waste is being generated in our city, which means extra costs to Council. Service costs are expected to increase significantly over the next few years, and we will also be required to implement access to a four-service waste model by 2030.

When responding to these challenges and continuing to deliver the services our community value, we need to keep rates affordable (as measured by the rates cap) despite pressure on other revenue sources and key service and construction costs growing faster than the rates cap. It is also essential that we increase investment to address growth, ageing assets and climate change. Without action, the Financial Plan forecasts a cumulative \$92 million funding gap.

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

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

Strategic Lever 1:

Delivering efficiency and cost savings

Our community's expectation for better value service delivery is of primary concern to Council. We have identified permanent operational savings of \$2.3 million in Budget 2021/22. This adds to the \$12.6 million of annual savings delivered in the previous Council Plan. Cumulative savings since the introduction of rates capping in 2016/17 are more than \$54 million.

Over the life of the Financial Plan, we will target efficiency savings equivalent to one per cent (approximately \$1.9 million) of operating expenditure (less depreciation) per annum. Together with benefits to be realised from the Customer Experience Program, cumulative savings are expected to be \$72 million over the 10-year period.

Key initiatives to deliver these savings include a service review program to better define service requirements and target support, a commitment to better-practice procurement and asset management, the sale of surplus properties and investment in business process and system improvement.

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

Strategic Lever 2:

Appropriate use of borrowings and reserves

We will consider borrowings for property acquisitions, large capital works or operating projects that provide intergenerational community benefit, and initiatives that deliver sufficient revenue streams (including financial savings) to service the debt. Borrowings will not be used to fund ongoing operations.

The Financial Plan includes paying off our existing \$7.5 million loan in 2021/22 from budgeted surpluses (\$5.75 million) and a drawdown on our cash reserve (\$1.75 million, which we will replenish over the 10-year period). Borrowing will be reviewed annually as part of the budget process and as needed for significant projects.

We maintain general reserves at levels sufficient to ensure operational liquidity and for contingencies. Reserves may be built up over time to part-fund large capital works or appropriate operating projects where this is considered more efficient than the use of debt.

The Financial Plan includes using general reserves as an internal source of borrowing for projects that will benefit future generations or projects that pay for themselves over the long-term, such as the Energy Efficient Street Lighting Upgrade on Major Roads.

The Plan allocates five per cent of Fishermans Bend derived rates to the Municipal Growth Fund to be invested in Fishermans Bend. We will continue to use open space contributions for investment in parks and foreshore open space assets.

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

Over the next four years we are forecasting a net drawdown of \$6.4 million from reserves.

Strategic Lever 3:

Careful management and prioritisation of expenditure

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

Budget 2021/22 includes several service reductions which total \$0.37 million. This is on top of the ongoing savings already identified in the 2020/21 Budget and beyond.

In addition to disciplined budget setting and expenditure monitoring, the Financial Plan strategy provides \$5.2 million per annum for operating projects including cloud-based technology that will be recognised as operating expenditure.

Our focus on improved asset management sees investment prioritised on assets most in need of intervention rather than those in relatively good condition. This means there will be an increase in spending on buildings and drainage over the 10-year period of the Plan, partially offset by reducing road and footpath renewal budgets.

Strategic Lever 4:

Setting fair and appropriate user charges

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

This includes benchmarking with surrounding municipalities and relevant industries, which resulted in no increase to Council Hall Hire fees to encourage bookings. Where possible, we aim for service cost recovery, such as childcare fees increasing by 2.6 per cent, to recover the direct cost of the service while ensuring compliance with National Competition Policy. We also balance the public versus private benefits in our decision making.

The Financial Plan assumes high-level planning for future increases linking Council user charges to inflation plus 0.25 percentage points from 2022/23. The application and impact of this policy setting will be reviewed annually to ensure affordability and fairness.

Rates assistance

We recognise the impact municipal rates and other charges have on financially disadvantaged groups in our community. We are awaiting publication of a report on this matter by the Victorian Ombudsman and hope to learn of Sector Best Practices we can consider introducing in the future to strengthen our current practice. In addition to our commitment to keeping rates affordable, we offer assistance packages including:

- a pensioner rebate that will increase 14.3 per cent to \$200 maximum in the 2021/22 rating year only. The City of Port Phillip is one of very few councils offering this scheme
- an option for self-funded retirees to defer their rates indefinitely at half the official penalty interest rate set by the Victorian Government (five per cent for 2021/22 financial year)
- one-off waiver of a maximum of \$1,500 up to 50 per cent of Council rates on application to the Chief Financial Officer in cases of extreme financial hardship and those COVID-19 impacted unemployed
- providing a 50 per cent waiver of the general rate for housing accommodation that provides reduced rentals for elderly persons of limited means

- support for residents and ratepayers experiencing hardship through rate deferrals and payment arrangements. We have extended the interest waiver support (by application) for deferral of rates due to financial hardship falling due by 30 June 2022, to be paid in full by instalments over a period to 30 June 2023.

Financial risks

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

- the funding and financing plan for Fishermans Bend is still uncertain. This is the responsibility of the Victorian Government and a key advocacy priority for Council.
- there may be a large funding gap between the infrastructure desired at Fishermans Bend and what can be funded. A failure to appropriately budget for the costs of running and looking after new assets in Fishermans Bend is also a potential risk
- the risk of COVID-19 lasting longer than projected. It is still uncertain how long and severe the impact will be over the short and medium term; the 10-year Plan assumes lower parking revenue
- the implementation and ongoing cost of the four bins kerbside collection service required under the recently announced Recycling Victoria policy are being worked on. High-level provisions are included in the 10-year Plan
- the Financial Plan assumes rates capping based on inflation. Since its introduction, the Minister for Local Government has prescribed rate increases based on inflation, which has been lower than the Essential Services Commission (ESC) recommendation. Every 0.1 per cent lower than the ESC method equates to a \$0.13 million reduction per annum in revenue
- works in progress to test key sites to quantify the monetary impact of soil contamination. Projects included in the Financial Plan assume high level estimates of soil contamination
- the current Enterprise Agreement (EA) ends on 30 June 2022. EA outcomes greater than CPI will add to the rates cap challenge
- a more subdued property development market may result in:
 - Rates revenue growing at a lower rate than projected; around 0.5 to 1.3 per cent per annum Financial Plan assumption; again, noting that every 0.1 per cent reduction in growth equates to a \$0.13 million reduction in revenue
 - lower user fees and statutory fees received, including for statutory planning, street occupation permits, road closures and skip bins. A 10 per cent fall in activity could result in a revenue reduction of \$0.42 million per annum

- parking revenue, which is our second largest revenue source, is historically volatile and can be affected by the macro-economic environment. A one per cent reduction in revenue from parking fees and fines equates to a \$0.38 million per annum reduction in revenue.
- current Municipal Association Victoria WorkCover Scheme wind-up, and residual liability having to be met over the short to medium term
- the possibility of a future unfunded defined benefits superannuation call
- future reductions in funding from other levels of government or increases in cost shifting. Recently the Victorian Government increased the Environmental Protection Authority landfill levy from \$65.90 per tonne to \$125.90 tonne over a three-year period to 2022/23, which is an increase of \$60 per tonne or 91 per cent. This decision alone will increase our cost base by \$23 million over the 10-year Plan
- not realising full benefits of the Customer Experience and Transformation program
- a major, unexpected, asset renewal or upgrade challenge (for which Council maintains an asset renewal reserve).

Notwithstanding these risks, our sound financial position with low levels of borrowing and healthy reserves balance provides us capacity to respond to these financial risks if they arise in the 10-year period. If necessary, we can also apply to the ESC for an above rates cap increase.

Given the increased short-term uncertainty associated with COVID-19, Budget 2021/22 cash surplus of \$3.01 million is greater than our long-term target of \$0.5 million.

Monitoring our financial sustainability

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

We are forecasting that we will achieve an overall risk rating of 'Low' throughout the 10-year period.

For full details on VAGO financial indicators refer to Page 15.

**I want to feel we can
walk around freely
while enjoying how the
environment is clear,
clean, and beautiful.**

Community's aspirations
for a Sustainable Port Phillip
Council Plan engagement 2021



Our 10-year Financial Plan

Financial sustainability is a key objective for Council, as a sound financial base is needed to continue to deliver valued services to the community and look after our \$3.2 billion worth of community assets.

The 10-Year Financial Plan supports Council achieving financial sustainability, particularly in the face of the significant challenge posed by rates capping being outpaced by increasing costs. The Financial Plan also provides the context within which we formulate the Council Plan, including our Strategic Resource Plan and Budget and enables us to plan for the financial impacts of growth.

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

Key outcomes of the Financial Plan

Identifying the impact of rate capping

We recognise community concern about the affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure. The community's expectation for better value in service delivery has been reflected in our decision making. We continue to implement initiatives to ensure our services are delivered in the most efficient and effective manner possible. This includes a successful drive for efficiency savings. Permanent operational savings of \$2.3 million for Budget 2021/22 have been identified, in addition to the \$12.6 million savings identified in the previous Council Plan.

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

The rates cap in 2021/22 is 1.5 per cent, but beyond 2021/22 is still highly uncertain. The ESC recommended the rates cap be set at a level that reflects movements in the Consumer Price Index (CPI). This now excludes the Wage Price Index (WPI), noting that wages form a considerable proportion of Council's costs at 41 per cent.

The Financial Plan assumes a rates cap based on inflation. The impact of rate capping is quantified as an accumulated challenge of \$92 million over

10 years. This is a major challenge for us (and the sector as a whole) that will require fundamental changes to the way we operate. Our approach to managing this challenge is outlined below.

Rate capping challenge

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

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

- opportunities to further reduce our cost base without affecting service levels (such as efficiencies identified through process, procurement, and project planning and delivery improvements)
- ensuring that user fees and charges reflect the benefit that individual community members receive (that is, rates funding is not unreasonably subsidising services that provide private benefit)

- service delivery options, including changes to the way services are targeted and delivered and consideration of service level reductions in areas of lower strategic priority (\$0.37 million identified in Budget 2021/22)
- 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 right to invest in one-off new or improved assets where this is considered more efficient than debt.

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

Rates cap consistent with the ESC methodology

	2021/22	2022/23	2023/24	2024/25	2030/31
Rate increase	1.5 %	1.7 %	2.2 %	2.2 %	2.2 %
Accumulated rate capping challenge (\$million)	(\$0.0)	(\$0.2)	(\$4.5)	(\$8.9)	(\$92.0)

Growth in Port Phillip

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

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

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

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

Impacts of Victorian and Australian Government legislation and policy

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

- new waste services including Food Organics and Garden Organics, and glass recycling, which at high-level estimates will increase Council's cost base by \$5.5 million ongoing plus setup costs up to \$3.5 million
- Environmental Protection Authority increasing the landfill levy by 91 per cent over a three-year period from \$65.90 to \$125.90 per tonne. This is equivalent to \$2 million per annum
- direct removal of funding, such as the freeze in indexation of grants commission funding and the cessation of \$250,000 funding for adventure playgrounds
- indirect impact of government policies that formally or informally transfer service responsibility, for example we currently allocate resources to support social housing (\$500,000) a public policy area that in many respects should be the responsibility of state and federal governments

- introduction of the congestion levy, which is being partly funded by a contribution of rates revenue to mitigate the significant negative impact on visitation and trade in the areas where the levy applies (in addition to an increase in parking fees)
- additional capital expenditure needed to ensure our buildings are compliant with the **Disability Discrimination Act and Building Code 1992**.

Climate change and renewing community assets

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

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

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

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

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

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

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

JL Murphy Reserve,
Port Melbourne

Financial outcomes

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

Cash surplus/deficit

This is a measure of the cash inflows from all sources of revenue and the cash outflows for all expenditure (capital and operating expenditure). The Financial Plan presents a balanced budget over the 10-year horizon. However, it is important to note that we will have to make significant financial savings to meet the rate capping challenge (quantified as \$92 million over 10 years).

Borrowings

We have the capacity to borrow up to \$80 million and still achieve a low-risk rating by VAGO financial sustainability risk assessment. The Financial Plan includes paying off our existing \$7.5 million loan in 2021/22 from budgeted surpluses and a drawdown on our cash reserve (to be replenished over a 10-year period). It is likely that investing for growth will require the prudent use of borrowing, particularly as Council will be contributing to the catalytic Fishermans Bend projects.

Working capital

This is a measure of current assets to current liabilities (our ability to pay existing liabilities that fall within the next 12 months). The Financial Plan expects this measure to stay well above 100 per cent, peaking at 344 per cent and dipping to a low of 284 per cent.

Infrastructure renewal gap

The Infrastructure Renewal Gap ratio measures spending on existing assets through renewal and upgrade compared to depreciation. A ratio of 100 per cent or higher shows that spending on existing assets is moving at a faster rate than asset deterioration. The Financial Plan forecasts significant investment in existing assets over the next 10 years, achieving a renewal gap ratio between 127 per cent and 198 per cent. This recognises that in the past two years we have been below 100 per cent and the need for upgrades is driven by safety (the Building Code of Australia under the **Building Act 1975**) and accessibility (**Disability Discrimination Act 1992**).

Financial sustainability

Despite being in a relatively strong financial position, rate capping presents a significant threat to our financial sustainability. To manage this challenge, we continue to consider the principles of sound financial management prescribed in the **Local Government Act 1989**:

- prudently manage financial risks related to debt, assets and liabilities
- provide reasonable stability in the level of the rates burden
- consider the financial impacts of Council decisions on future generations
- provide full, accurate and timely disclosure of financial information.

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

VAGO financial indicators

	Budget 2021/22	Projections								
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
INDICATOR Net Result %										
INDICATOR TARGET Greater than 0 %	4.0 %	6.1 %	2.8 %	4.2 %	5.7 %	5.3 %	4.8 %	4.7 %	4.5 %	4.1 %
INDICATOR Adjusted underlying result										
INDICATOR TARGET Greater than 5 %	(2.0 %)	0.5 %	(0.8 %)	(0.2 %)	0.9 %	1.2 %	0.8 %	1.4 %	1.2 %	0.9 %
INDICATOR Working capital										
INDICATOR TARGET Working Capital Ratio >100 %	329 %	305 %	288 %	296 %	310 %	324 %	332 %	338 %	342 %	344 %
INDICATOR Internal Financing										
INDICATOR TARGET Net cash flow from operations to net capital expenditure >100 %	125 %	88 %	93 %	121 %	127 %	129 %	120 %	118 %	116 %	113 %
INDICATOR Indebtedness										
INDICATOR TARGET Indebtedness ratio <40 %	2.0 %	1.9 %	1.9 %	1.9 %	1.8 %	1.8 %	1.8 %	1.8 %	1.8 %	1.9 %
INDICATOR Capital Replacement										
INDICATOR TARGET Capital to depreciation >150 %	161 %	227 %	175 %	155 %	150 %	150 %	150 %	150 %	150 %	150 %
INDICATOR Renewal Gap										
INDICATOR TARGET Renewal and upgrade to depreciation >100 %	144 %	198 %	150 %	139 %	127 %	127 %	127 %	128 %	128 %	128 %
INDICATOR Overall Financial Rating										
INDICATOR TARGET Sustainable Risk	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low

Financial principles

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

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

Financial principle	Measure
<p>THREE</p> <p>Council's asset base will be maintained, enhanced and expanded.</p>	<p>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.</p> <p>13. Capital expenditure compared to depreciation is to be greater or equal to 150 per cent over a medium to long term planning horizon.</p> <p>14. Assets will be managed in accordance with community need, optimum utilisation and long-term efficiency.</p> <p>15. Capital expenditure on existing assets (asset renewals and upgrades) will be higher than depreciation over a medium to long term planning horizon.</p>
<p>FOUR</p> <p>Capital will be managed in the most efficient manner possible.</p>	<p>16. General reserves will be maintained at levels sufficient to ensure operational liquidity. Working Capital Liquidity Ratio (current assets compared to current liabilities) is to be at least 100 per cent.</p> <p>17. Council will consider borrowings for property acquisitions, large capital works or operating projects that provide intergenerational community benefit, and initiatives that deliver sufficient revenue streams to service the debt.</p> <p>18. Prudent use of debt shall be subject to achieving:</p> <ul style="list-style-type: none"> – indebtedness ratio (non-current liabilities compared to own source revenue) below 40 per cent – loans and borrowings compared to rates below 70 per cent – loans and borrowing repayments compared to rates below 20 per cent. <p>19. Reserves may be built up over time to enable part funding of periodic large capital expenditure items where this is considered more efficient than the use of debt.</p>
<p>FIVE</p> <p>Council will proactively develop and lead an efficient and effective organisational culture.</p>	<p>20. To deliver better value to our growing community, we will support developing policy and practice in the workplace to increase organisational innovation, effectiveness and efficiency.</p> <p>21. The organisation will target delivery of productivity and efficiency savings one per cent of operating expenditure less depreciation per annum.</p>

Revenue and rating strategy

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

The Victorian Government released its findings and recommendations on the Local Government Rating System in late December 2020, which was later than anticipated. This delay meant there is insufficient time for Council to prepare an internal review and consult the community for inclusion in Budget 2021/22.

In addition, Stage 2 of the Customer Experience Program system implementation, which includes rating, debtor management and the compliance modules, is scheduled for roll-out early July 2021. A detailed review of the revenue and rating strategy will be completed prior to Budget 2022/23.

Council will continue to apply our current revenue and rating strategy for Budget 2021/22.

Use of rates revenue

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

- Rates are levied in accordance with a ratepayer's capacity to pay as measured by the 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.
- We do not have a municipal charge because such a charge would increase the rates burden on ratepayers who have a lower ability to pay.
- A service charge is used where private benefit exists for specific services and where this is consistent with Council's broader funding principles. Service charges can also be used (or not used) as a means of influencing community behaviour and ensuring equitable outcomes in the community.
- Special rates are levied against retail tenants in various shopping precincts and this rate income is then distributed to centralised trader associations to spend on improving the shopping strip for the benefit of all traders.
- Rate concessions are available for recreational land and pensioners. We are one of only a few councils that provide a pensioner rate rebate in addition to the Victorian Government pensioner rate rebate.
- Self-funded retirees are entitled to request a deferral of their rates indefinitely at a discounted interest rate. People experiencing financial hardship may also, subject to application and financial assessment, access this benefit.

Non-rate revenue strategy

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

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

- Developer contributions (cash or land) are currently set at 8 per cent of site value for Fishermans Bend Urban Renewal Area and 5 per cent for the rest of the municipality. We will review and consider a new Development Contribution Plan where appropriate. This is an important source of funding for investments in parks and foreshore open space assets.
- In accordance with our Property Policy, rent will be charged at market value for commercial properties. Peppercorn (minimum) rent may be charged to community groups that use Council properties to deliver:
 - a) community services aligned with Council's goals and priorities;
 - b) significant community benefit to the City;
 - c) have no capacity to generate income.
- We will invest the community's funds in accordance with the Act and our Investment Policy. Our investments with Authorised Deposit Institutions will balance the objectives of capital preservation, maintenance of liquidity, investment return targets and corporate social responsibility. We aim to achieve average yield at the 90 Day Bank Bill Swap Rate plus 50 basis points.

Our borrowings strategy

Our borrowings strategy is supported by the following principles:

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

Our asset management approach

Our asset management approach (refer to the section titled Council's Asset Management Framework) is supported by 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.

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 2021/22 (the base year) is based on the May 2021 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.

Planning assumptions

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

Indexation factors % movement										
Consumer Price Index (CPI)	2021/22 1.5 %	2022/23 1.7 %	2023/24 2.2 %	2024/25 2.2 %	2025/26 2.1 %	2026/27 2.1 %	2027/28 2.3 %	2028/29 2.5 %	2029/30 2.3 %	2030/31 2.2 %
Based on the most recent forecast from Deloitte Access Economics Business Outlook for Victoria.										
Rates cap - ESC recommended methodology	2021/22 1.5 %	2022/23 1.7 %	2023/24 2.2 %	2024/25 2.2 %	2025/26 2.1 %	2026/27 2.1 %	2027/28 2.3 %	2028/29 2.5 %	2029/30 2.3 %	2030/31 2.2 %
There remains some uncertainty regarding the level of the rates cap in future years. For the purposes of the Financial Plan, Council has used forecasts from the Deloitte Access Economic Business Outlook for the Consumer Price Index.										
Growth in the rate base	1.3 per cent per annum based on latest population growth data from Profile ID and Fishermans Bend Taskforce adjusted for uncertainty due to COVID-19 for the next five years between 40-60 per cent.									
Parking revenue	Outyears parking utilisation expected to be 10 per cent lower than Financial Year 2018/19 actuals adjusted for fee increases at CPI plus 0.25 per cent. The Victorian Government announced a 10 % increase on Statutory Fines for 2021/22, which is not expected to be repeated in the outyears.									
User fees and charges	User fees and charges is linked to the CPI plus 0.25 percentage points per annum.									
Open Space contributions (Developer)	2021/22 based on developments on hand and last four-year average. Outyears constant at \$6 million per annum excluding Fishermans Bend. The Funding and Financing Plan for Fishermans Bend, which may include a Development Contribution Plan, will alter high-level forecast open space contributions based on growth data.									
Government Grants	Ongoing grants steady with CPI indexation. Capital grants are based on known funding. Outyears are set at a minimum of \$1.3 million adjusted for CPI indexation.									
Interest income	2021/22 0.4 %	2022/23 1.5 %	2023/24 0.7 %	2024/25 1.4 %	2025/26 2.2 %	2026/27 2.4 %	2027/28 2.4 %	2028/29 2.5 %	2029/30 2.5 %	2030/31 2.5 %
Based on the most recent forecast from Deloitte Access Economics Business Outlook 90-day bank bill swap rate plus 50 basis points.										

Indexation factors % movement										
Employee costs	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	2.0 %	1.7 %	2.2 %	2.2 %	2.1 %	2.1 %	2.3 %	2.5 %	2.3 %	2.2 %
	Current Enterprise Agreement ends in financial year 2021/22. The Plan assumes EA linking to rates cap.									
Contract services, professional services, materials and other expenditure	Increase by CPI or contractual agreements. Budget 2021/22 includes a number of cost pressures expected to be ongoing including: <ul style="list-style-type: none"> Landfill increases – 2021/22 \$40 per tonne or 61 per cent increase tonne and 2022/23 \$20 per tonne or 30 per cent on 2020/21 per tonne rate of \$65.90. Construction costs expected to be at least 0.8 per cent above CPI due to high volume of works driven by other levels of government. New waste services assumed for Food Organics and Garden Organics in 2023/24 and Glass Recycling in 2024/25.									
Bad and doubtful debts	Long-term Parking Infringement Debts are lodged and managed by Fines Victoria. Bad debt write-off linked to infringement income and historical collection rates.									
Utility costs	Electricity charges reflect rates per Melbourne Renewable Energy Project contract. Utility charges impacted by variables inclusive of demand charges, network charges, weather, utilisation, offset by the benefits from our investment in efficiency street lighting upgrades.									
Service growth	The cost-of-service growth is equivalent to the increase in rates revenue attributable to increase in the rates base (that is, it is assumed that the benefit of new assessments is wholly offset by the cost to service them).									
Depreciation	Continued work on improving our asset condition data will see lower depreciation. Depreciation will increase as a product of new assets being created consistent with the planned capital program.									
Operating projects	Total operating projects to be capped to \$5.2 million from 2023/24 (including \$1 million of Cloud-based expenditure) and increases by annual CPI.									
Capital projects	Capital projects consistent with the detail 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.									
Borrowing	Repayment of existing \$7.5 million loan in 2021/22. We will consider borrowings when reviewing and developing the Council Plan and Budget. The prudent use of borrowing is to be consistent with our principles of smoothing out major financial shocks, intergenerational significant projects and for growth-related capital projects.									
Reserves	The use of reserves remains consistent with past practice. This includes the following assumptions: <ul style="list-style-type: none"> open space receipts and outgoings are equivalent from 2025/26 onwards sustainable transport reserve receipts to be relatively steady adjusted for CPI indexation and outgoings brought forward in the first four years will see reduced expenditure in the out-years where appropriate, unspent capital budgets during the financial year will be quarantined to the asset renewal reserve to fund future capital portfolio investments five per cent of Fishermans Bend derived rates income to be quarantined to the municipal growth fund for Fishermans Bend investments. 									

Financial risks

There are many financial risks that Council must mitigate to remain financially sustainable. One of the most significant financial risks is the impact of rate capping. Our sound financial position with low levels of borrowing and a healthy reserves balance will enable us to respond to these financial risks over the 10-year period. If necessary, we can also apply to the ESC for an above rates cap increase. The following table highlights the financial risks and their impact to Council.

Risk	Probability	Consequence	Risk rating	Mitigation	Residual risk
Fishermans Bend funding gap	Almost Certain	Extreme	Catastrophic	<ul style="list-style-type: none"> Officers actively involved in the funding plan. Council will only be the development authority at an individual project basis where the project funding risk to Council is consider immaterial. 	Medium
Impacts of COVID-19 (immediate, medium and long term)	Almost Certain	Major	Catastrophic	<ul style="list-style-type: none"> Officers are actively involved in managing our financial performance. The development of current and future budgets has been modelled and assumptions peer reviewed. 	Medium
Waste sector disruptions and changes to Environment Protection Authority landfill levies	Possible	Major	High	Officers are preparing the funding and financing of the Don't Waste It! Strategy beyond year four. Financial Strategies under consideration include borrowings, additional revenue, other service reductions and separate waste charge.	High
Site contamination on Council land (owned and managed)	Almost Certain	Major	High	Council-endorsed Site Contamination Management Policy. Proactive assessment of land over which Council has management or control will inform planning of works and assist in the prevention of major financial impacts.	Medium
Rate cap lower than CPI A 0.1 % lower than CPI = \$133k per annum or \$1.5m over the Plan	Possible	Major	High	Our Financial Strategy will be reviewed and financial levers adjusted to ensure we are financially sustainable.	Medium
EBA outcomes could be greater than CPI	Possible	Major	High	Ensuring Council is financially sustainable requires operating income to sufficiently cover operating expenditure and infrastructure investments. Service reviews will play a key role to ensure our services and service levels are appropriate and sustainable. Key focus on EBA negotiation.	Medium

Risk	Probability	Consequence	Risk rating	Mitigation	Residual risk
Lower property development growth than projected	Possible	Major	High	Our Financial Strategy will be reviewed and financial levers adjusted to ensure we are financially sustainable.	Medium
Construction costs increasing above CPI	Likely	Moderate	Medium	The Australian and Victorian Governments are heavily investing in local infrastructure in the short to medium terms, which is likely to impact construction costs. Officers are factoring the additional costs in developing budgets.	Medium
Workcover Scheme wind up and residual liabilities	Likely	Moderate	Medium	Officers are in contact with MAV on the status of the WorkCover Scheme. Council has some reserve that can be used to cover short-term contingencies.	Medium
Future unfunded defined benefits superannuation call occurring	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> Superannuation Board monitors the Vested Benefits index on a quarterly basis to avoid material shortfall calls. Some cash reserves can be drawn down in the short-term and replenished over the long-term. 	Medium
Not realising full benefits of Customer Experience and Transformation	Possible	Moderate	Medium	Program governance being reviewed including benefits tracking framework with report to Council and Executive. Budget reflects CXP benefits	Low

Planning for growth

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

The Victorian Government is currently developing the Fishermans Bend Funding and Financing Plan, which may include a Development Contribution Plan. Due to the uncertainty of future investment profile, only stage two of the Kirrip Park Development has been included in the out-years of the Financial Plan. Council will continue to renew and upgrade existing infrastructure at Fishermans Bend including JL Murphy Reserve, North Port Oval and surrounding facilities such as RF Julier Reserve Pavilion and park improvements

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

Non-financial resources

Council culture

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

Council staff

Our employees are our key resource. We have a diverse workforce of committed individuals with an extensive range of skills and experience. We aspire to be an employer of choice and to operate collectively as one organisation focused on achieving the Council Plan objectives. To enable this, we are committed to professional development, mentoring, open communication and maintaining a safe and respectful working environment.

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

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

JL Murphy Reserve
Pavilion and Playspace



My family can walk and ride along beautifully shaded streets to local parks, libraries, schools, and shops. The air is cool and birds and insects are abundant.

Community's aspirations for
a Liveable Port Phillip

Council Plan engagement 2021

Council's Asset Management Framework

Council's assets

Council is custodian of \$3.2 billion worth of assets. This includes land, 214 buildings, 268 km of roads, 474 km of footpaths and 232 km of underground drainage pipes, as well as art, library books and other assets that have been built up progressively over many years.

Council budgets more than \$40 million per year for renewing, improving and growing our assets. We also budget around \$20 million each year to operate and maintain assets. Combined, around 30 per cent of our total annual expenditure is asset related.

Given this sizable investment and the importance of these assets to achieving community outcomes, as well as being a growing city with Fishermans Bend Urban Renewal Project, general population growth, rates capping, climate change and an urban coastal environment, it is vital that we are responsible asset managers.

Asset management approach

Council's approach to asset management is guided by its Asset Management Policy. The Asset Management Policy sets out Council's vision and objectives for asset management and guides all asset management activities undertaken by the organisation to maintain, renew, upgrade or expand assets during an assets lifecycle (planning, acquisition, operations, disposal).

The vision that guides how we look after Council's assets is that...

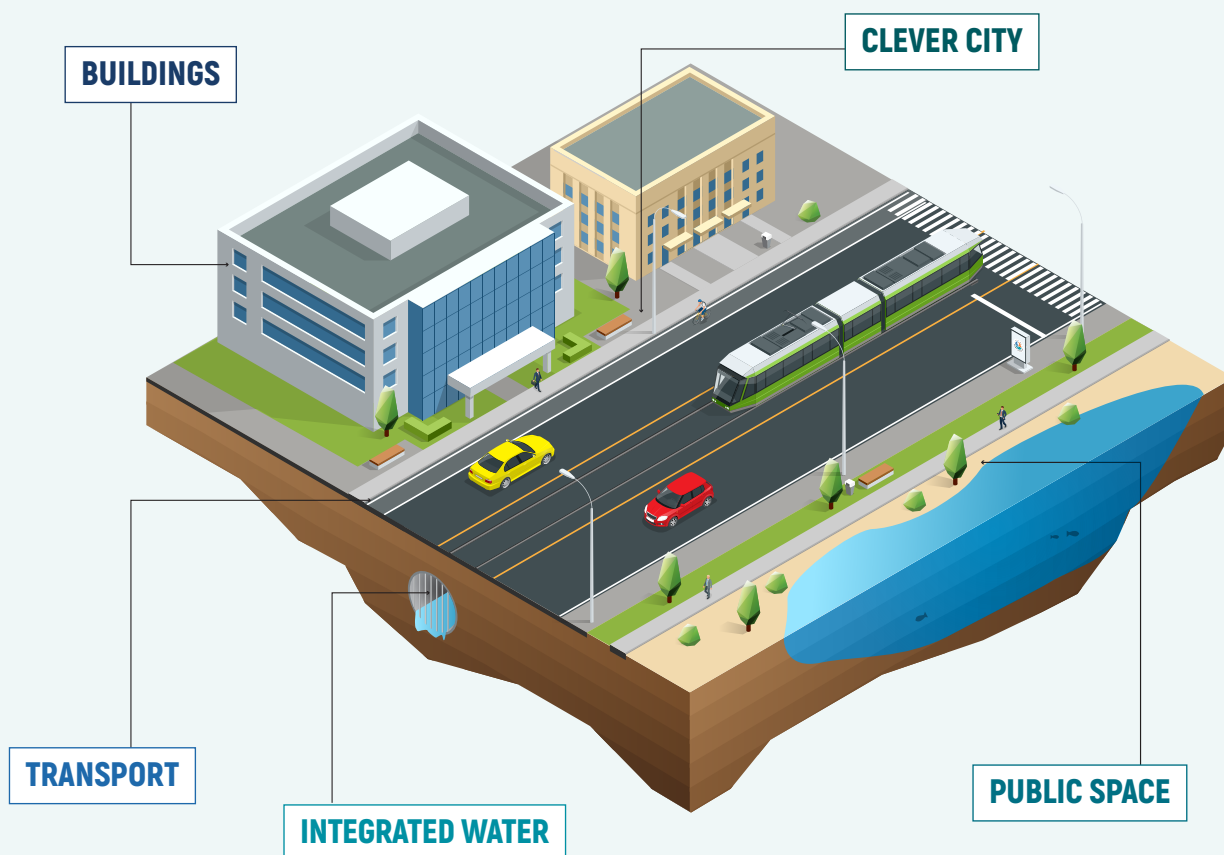
"As trusted stewards of Council's assets on behalf of the community, we will ensure that the right assets are in the right place at the right time to support delivery of community services for current and future generations".

Council has five objectives for asset management, outlined in the Asset Management Policy, that support delivery of the vision. These are:

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

State of our assets

The community determines the demand and value of the services our assets provide, and the performance of our assets is measured on agreed service levels through condition, function and capacity assessments. We have also begun assessing the sustainability of our assets against sustainability targets in our Act and Adapt Sustainable Environment Strategy 2018-28. A summary of the State of Our Assets assessment results for 2020 is provided below.



Factor	Buildings	Transport	Clever City	Integrated water	Public spaces
Condition	90%	98%	85%	90%	95%
Function	80%	89%	85%	50%	89%
Capacity	74%	93%	83%	89%	75%
Sustainability	60%	99%	70%	80%	70%

Asset Management Strategy

The Asset Management Strategy is an operational document that provides the road map for how we actively work to review and improve the way we manage our assets over time and ensure we maximise our resources and leverage the assets we hold on behalf of our ratepayers, the community and future generations.

We are guided by three recognised standards as benchmarks for asset management best practice:

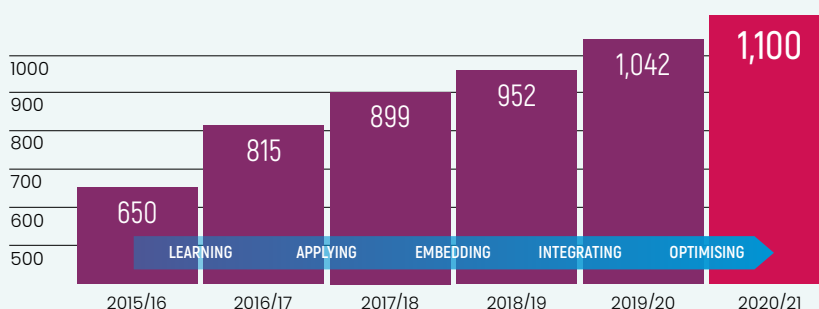
- ISO55000/2014 - An international standard that provides an overview of principles, terminology and definitions
- International Infrastructure Management Manual (IIMM) that provides guidance on how to implement ISO55000
- National Asset Management Assessment Framework (NAMAF) - an Australian framework used to measure local government asset management capability and maturity.

Our Asset Management Strategy is integrated into corporate governance including enterprise planning, reporting and risk management frameworks. This ensures asset management is service-driven and aligns with the strategic priorities and directions of Council.

Our performance and goal of achieving advanced asset management practices

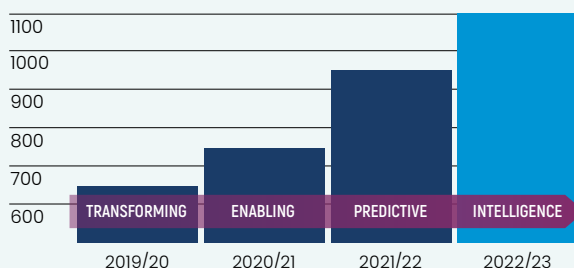
'CORE' ASSET MANAGEMENT MATURITY

NATIONAL ASSET MANAGEMENT FRAMEWORK SCORES



'ADVANCED' ASSET MANAGEMENT MATURITY

NATIONAL ASSET MANAGEMENT FRAMEWORK SCORES



Asset Management plans

There are 52 Asset Classes managed within five Asset Portfolios: Transport, Buildings, Integrated Water, Public Space and Clever City. 10-year Asset Management Plans have been prepared for each of the five asset portfolios and are reviewed annually to meet the requirements of Section 92, **Local Government Act, 2020**. The portfolio asset management plans are a key element of Council's strategic asset management framework, combining management, financial, engineering and technical practices to ensure that the levels of service required by our range of stakeholders is provided at the lowest long-term cost to the community, within the limits of any fiscal constraints that may be imposed by Council.

For the proposed 10-year projections. **Refer to the financial statement section of this report, Asset Plan by Class.**

Enterprise Asset Management and Infrastructure Risk Plan

Sub document- Portfolio Asset Management Plan	Asset Class Plan
Transport	Footpath and cycleways
	Road pavement and surfaces
	Road edges and traffic control devices
	Bridges
Integrated Water	Pipes and pits
	Water Sensitive Urban design (WSUD) and Gross Pollutant Traps (GPT)
	Maritime and beach
Public Space	Playgrounds
	Furniture and shelters
	Trees and landscaping
	Sporting facilities
Buildings	Corporate
	Community
	Commercial
Clever City	Public lighting
	Fleet
	IT equipment and IoT data mining

Meeting the new legislative requirements

The **Local Government Act 2020** Part 4 Section 93 requires Councils to develop and adopt a 10-year asset management plan in accordance with its deliberative engagement practices. The plan must include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset.

We have been working towards these requirements over time and have had an Asset Management Policy, Asset Management Strategy and 10-year asset management plans (updated annually) in place since 2017, and State of the Assets reports are included in Council's annual report.

To comply with the new legislative requirements, and in addition to what is already in place, Council will adopt an Enterprise Asset Management Plan by June 2022 that summarises the detailed 10-year portfolio asset management plans.

Asset plan by class

In accordance with Section 92 of the Act, the follow asset information supports the development of the 10-year Financial Plan.

Buildings	\$'000									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Maintenance	3,787	3,851	3,936	4,023	4,107	4,193	4,290	4,397	4,498	4,597
Acquisition (new)	976	591	364	323	1,268	1,318	1,371	1,430	1,489	1,548
Renewal	5,578	6,368	4,623	5,189	5,799	6,024	6,271	6,540	6,807	7,079
Upgrade	7,714	14,068	5,356	5,961	6,271	6,514	6,781	7,072	7,361	7,654
Expansion	729	2,634	616	1,165	797	828	861	898	935	972
Disposal	(4,009)	0	0	(2,140)	0	(1,667)	0	0	0	0
Decommissioning	(1,860)	(1,896)	(1,942)	(1,990)	(2,037)	(2,085)	(2,138)	(2,197)	(2,253)	(2,308)
Net expenditure	12,915	25,616	12,953	12,530	16,205	15,125	17,436	18,140	18,837	19,542

Plant and machinery	\$'000									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Maintenance	110	112	114	117	119	122	125	128	131	134
Acquisition (new)	0	0	0	0	0	0	0	0	0	0
Renewal	2,275	1,372	1,779	1,979	1,961	2,037	2,121	2,212	2,302	2,394
Upgrade	152	250	375	375	212	221	230	239	249	259
Expansion	0	0	0	0	0	0	0	0	0	0
Disposal	(240)	(285)	(285)	(285)	(285)	(285)	(285)	(285)	(285)	(285)
Decommissioning	0	0	0	0	0	0	0	0	0	0
Net expenditure	2,297	1,449	1,983	2,186	2,007	2,095	2,191	2,294	2,397	2,502

Computer and telecommunications	\$'000									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Maintenance	510	519	530	542	553	565	578	592	606	619
Acquisition (new)	0	0	0	0	0	0	0	0	0	0
Renewal	1,336	800	800	650	650	990	750	650	750	700
Upgrade	0	0	0	0	0	0	0	0	0	0
Expansion	0	0	0	0	0	0	0	0	0	0
Disposal	0	0	0	0	0	0	0	0	0	0
Decommissioning	0	0	0	0	0	0	0	0	0	0
Net expenditure	1,846	1,319	1,330	1,192	1,203	1,555	1,328	1,242	1,356	1,319

Heritage plant and equipment	\$'000									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Maintenance	39	40	41	41	42	43	44	45	46	47
Acquisition (new)	0	0	15	0	15	0	15	0	15	0
Renewal	0	0	0	0	0	0	0	0	0	0
Upgrade	0	0	15	0	15	0	15	0	15	0
Expansion	0	0	0	0	0	0	0	0	0	0
Disposal	0	0	0	0	0	0	0	0	0	0
Decommissioning	0	0	0	0	0	0	0	0	0	0
Net expenditure	39	40	71	41	72	43	74	45	76	47

Library books	\$'000									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Maintenance	0	0	0	0	0	0	0	0	0	0
Acquisition (new)	0	0	0	0	0	0	0	0	0	0
Renewal	952	952	852	852	852	852	852	852	852	852
Upgrade	0	0	0	0	0	0	0	0	0	0
Expansion	0	0	0	0	0	0	0	0	0	0
Disposal	0	0	0	0	0	0	0	0	0	0
Decommissioning	0	0	0	0	0	0	0	0	0	0
Net expenditure	952	952	852	852	852	852	852	852	852	852

Roads	\$'000									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Maintenance	2,418	2,459	2,513	2,568	2,622	2,678	2,739	2,808	2,872	2,935
Acquisition (new)	0	0	0	0	0	0	0	0	0	0
Renewal	1,463	1,951	3,100	2,814	2,639	2,741	2,853	2,976	3,097	3,221
Upgrade	1,073	1,328	923	605	785	815	849	885	921	958
Expansion	0	0	0	0	0	0	0	0	0	0
Disposal	0	0	0	0	0	0	0	0	0	0
Decommissioning	(427)	(436)	(446)	(457)	(468)	(479)	(491)	(505)	(517)	(530)
Net expenditure	4,527	5,302	6,090	5,530	5,578	5,755	5,950	6,164	6,373	6,584

Asset plan by class

Footpath and cycleways	\$'000									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Maintenance	383	390	398	407	415	424	434	445	455	465
Acquisition (new)	209	200	317	206	564	586	610	636	662	689
Renewal	768	832	1,161	894	917	953	992	1,035	1,077	1,120
Upgrade	1,659	1,774	2,674	1,875	1,440	1,496	1,558	1,624	1,691	1,758
Expansion	227	217	343	224	145	150	156	163	170	176
Disposal	0	0	0	0	0	0	0	0	0	0
Decommissioning	(429)	(437)	(448)	(459)	(470)	(481)	(493)	(507)	(520)	(532)
Net expenditure	2,817	2,975	4,445	3,147	3,011	3,128	3,257	3,396	3,535	3,676

Drainage	\$'000									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Maintenance	1,296	1,318	1,347	1,377	1,406	1,435	1,468	1,505	1,539	1,573
Acquisition (new)	0	86	352	430	698	725	755	787	819	852
Renewal	593	989	880	860	886	921	958	999	1,040	1,082
Upgrade	1,158	191	195	191	316	328	342	356	371	386
Expansion	253	574	984	1,090	414	430	448	467	486	505
Disposal	0	0	0	0	0	0	0	0	0	0
Decommissioning	(351)	(358)	(367)	(376)	(385)	(394)	(404)	(415)	(425)	(436)
Net expenditure	2,950	2,800	3,391	3,572	3,335	3,445	3,567	3,699	3,830	3,962

Parks, open spaces and streetscapes	\$'000									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Maintenance	2,847	2,895	2,959	3,024	3,088	3,153	3,225	3,306	3,382	3,456
Acquisition (new)	1,084	528	1,053	301	1,439	1,510	1,557	1,640	1,692	1,774
Renewal	3,500	6,441	6,388	5,382	6,000	5,952	6,510	6,958	7,205	7,604
Upgrade	4,686	9,293	7,519	6,494	4,905	5,112	5,303	5,549	5,760	6,006
Expansion	295	1,963	2,088	240	636	661	689	718	747	779
Disposal	0	0	0	0	0	0	0	0	0	0
Decommissioning	(1,653)	(1,685)	(1,726)	(1,769)	(1,810)	(1,853)	(1,900)	(1,952)	(2,002)	(2,051)
Net expenditure	10,759	19,436	18,282	13,673	14,258	14,535	15,384	16,219	16,784	17,567

Other infrastructure	\$'000									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Maintenance	603	613	627	641	654	668	683	700	716	732
Acquisition (new)	0	0	0	0	0	0	0	0	0	0
Renewal	90	194	181	338	216	224	233	243	253	263
Upgrade	0	0	0	0	0	0	0	0	0	0
Expansion	0	0	0	0	0	0	0	0	0	0
Disposal	0	0	0	0	0	0	0	0	0	0
Decommissioning	(30)	(31)	(32)	(32)	(32)	(33)	(34)	(34)	(37)	(37)
Net expenditure	663	776	776	947	838	859	882	909	932	958

Total assets	\$'000									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Maintenance	11,993	12,197	12,465	12,739	13,007	13,280	13,586	13,925	14,245	14,559
Acquisition (new)	2,269	1,405	2,101	1,260	3,984	4,139	4,308	4,493	4,677	4,863
Renewal	16,556	19,900	19,765	18,959	19,920	20,694	21,540	22,465	23,383	24,315
Upgrade	16,442	26,903	17,057	15,501	13,944	14,486	15,078	15,725	16,368	17,021
Expansion	1,504	5,388	4,031	2,719	1,992	2,069	2,154	2,246	2,338	2,432
Disposal	(4,249)	(285)	(285)	(2,425)	(285)	(1,952)	(285)	(285)	(285)	(285)
Decommissioning	(4,750)	(4,843)	(4,961)	(5,083)	(5,202)	(5,325)	(5,460)	(5,610)	(5,754)	(5,894)
Net expenditure	39,765	60,665	50,173	43,670	47,360	47,391	50,921	52,959	54,972	57,011

Budget financial overview

Operating result

Achieving an operating surplus is a key component of our Financial Strategy. It provides capacity to maintain and renew our \$3.2 billion portfolio of community assets, meet debt repayment obligations, manage the impact of financial risks materialising, and invest in transformative strategies.

The Budget 2021/22 expects a \$9.8 million operating surplus, which compares favourably to the forecast financial year 2020/21 (impacted by COVID-19 lockdowns).

Budget 2021/22 is the first budget post COVID-19, therefore material changes are likely. Total revenue is forecast to increase by \$20.4 million or 9.1 per cent on forecast 2020/21, from \$222.7 million to \$243.0 million.

Other than removing the COVID-19 impact in 2021/22, income is also affected by:

- the 1.5 per cent rates cap increase plus growth in properties during the year expected to increase by \$1.8 million
- parking revenue based on utilisation information at hand is an improvement of \$9.7 million (this is lower than total parking revenue received in 2018/19)
- one-off increases of capital grants mainly due to the \$2.5 million Commonwealth Local Road and Community Infrastructure funding
- Open Space Contributions at \$8.0 million.

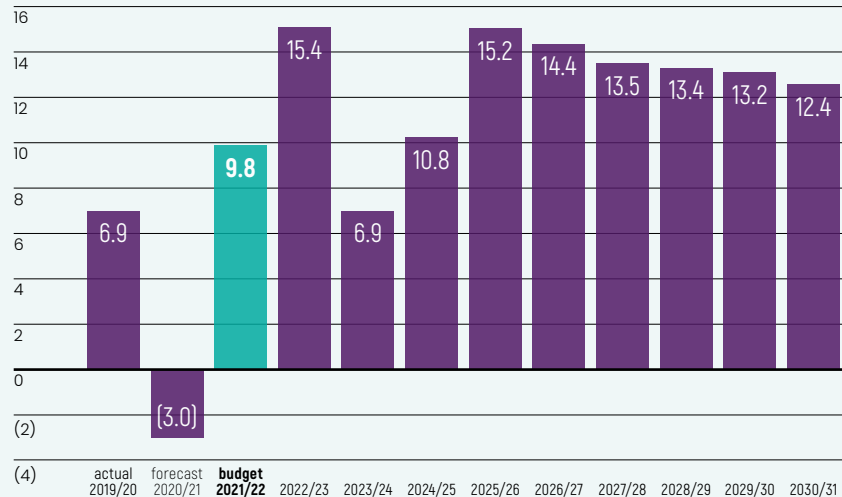
Total operating expenditure forecast to increase on forecast 2020/21 by \$7.6 million (4.1 per cent) from \$225.7 million to \$233.3 million.

The net expenditure increase is caused by a number of factors including:

- the current Customer Experience Program investment finalising in 2021/22 will see a reduction of \$8.2 million
- reinstatement of expenditure previously reduced in 2020/21 due to COVID-19 including the St Kilda Festival
- net increase to waste management costs \$1.8 million (materially higher than 1.5 per cent CPI)
- \$1.8 million of operating projects deferred from 2020/21.
- employee costs to increase by \$4.1 million (\$3.3 million budget on budget) due to 2 per cent Enterprise Agreement increase, Superannuation Guarantee rate increase from 9.5 per cent to 10 per cent, net 8 FTEs increase (mostly project managers to deliver a greater project portfolio, noting that 2020/21 had 65 FTE reductions), and service utilisation increases.

OPERATING RESULTS

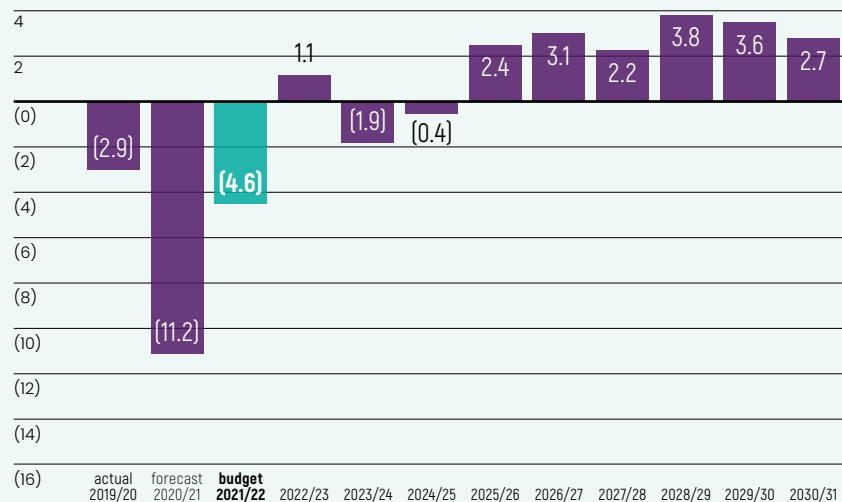
The decline in the quantum of operating surpluses in the outer years is primarily impacted by the high estimates of new waste services (Food Organics and Green Organics, glass recycling) and waste related expenditure escalating at above CPI. This remains a significant financial impost to Council's finances and financial sustainability without action.

**UNDERLYING RESULTS**

The adjusted underlying result excludes capital related revenue (grants and open space contributions). It assesses Council's ability to generate sufficient funds for asset renewals.

Reasons for the movement in the underlying result are consistent with the operating result.

2020/21 impacted by COVID-19 pandemic. Budget 2021/22 includes \$1.8 million of operating projects deferred from 2020/21 as well as some continued impact from COVID-19 pandemic such as parking income.



2023/24 and 2024/25 includes high level implementation costs for Food Organics Green Organics and Glass Recycling.

RATES PERCENTAGE INCREASE

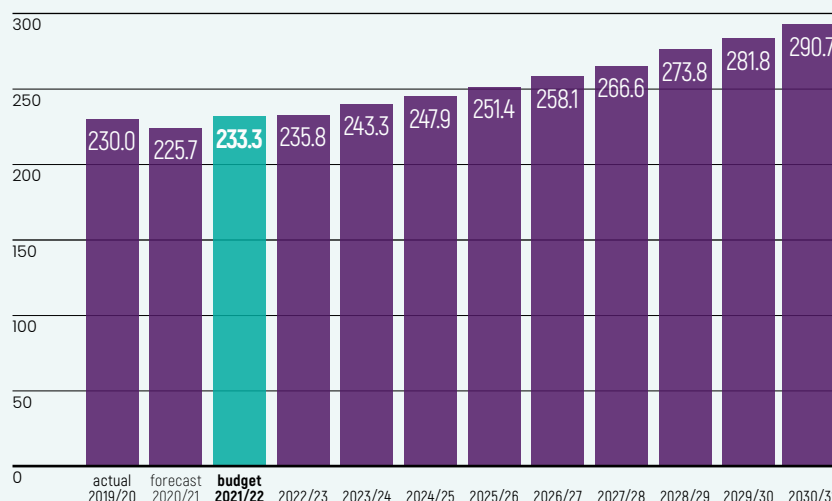
The Budget 2021/22, which funds a \$43.1 million capital portfolio program and maintains existing service levels, includes a 1.5 per cent average rates increase, consistent with the Victorian Government cap. This has been achieved through a continued strong focus on prudent financial management, careful prioritisation and commitment to productivity and efficiency (\$2.3 million in savings identified in Budget 2021/22 in addition to the \$12.6 million over the four budgets of the previous Council).



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

OPERATING EXPENDITURE

Budget 2021/22 total operating expenditure is a net increase on forecast 2020/21 of \$7.6 million (3.4 per cent) from \$225.7 million to \$233.3 million. The increase is mainly driven by reinstatement of expenditure reduced due to COVID-19 such as St Kilda Festival, \$1.8 million operating project deferrals from 2020/21, above CPI increases in waste services \$1.8 million (landfill levies and disposal costs, additional main street cleaning services) and employee costs in line with agreed Enterprise Agreement.

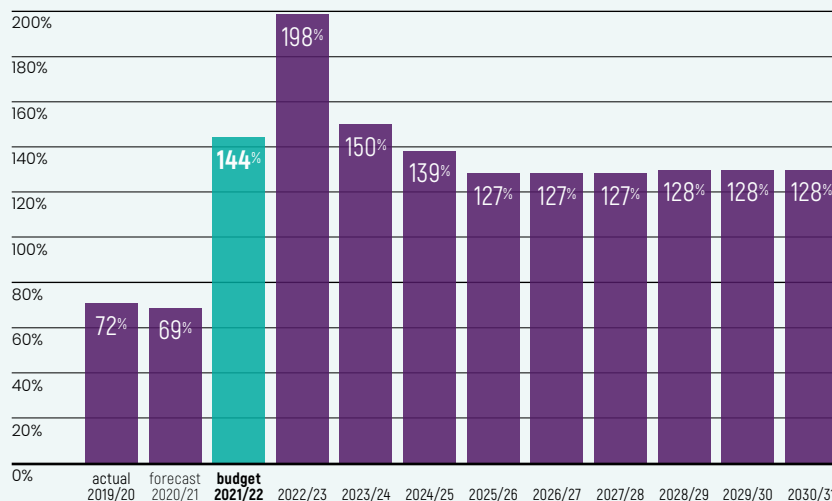


The small but steady growth in operating expenditure in future years is largely driven by new waste services (FOGO and glass recycling), inflation (around 1.5 to 2.5 per cent per annum), service demand increases associated with population growth (around 0.5 to 1.3 per cent per annum), and the operating expenditure impact of new and improved assets (for example depreciation increase of 3.8 per cent per annum). This is partially offset by Council's commitment to efficiency and cost savings (1 per cent per annum).

INFRASTRUCTURE RENEWAL GAP

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

Budget 2021/22 renewal and upgrade expenditure in the capital portfolio has increased in order to address the reduction in financial years 2019/20 and 2020/21 caused by the COVID-19 pandemic.

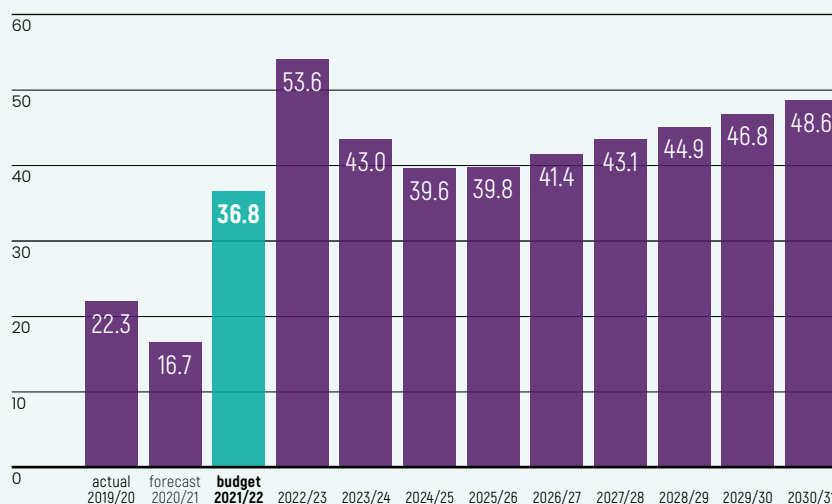


Over the period of the Financial Plan, Council intends to stay above 100 per cent, which shows commitment to not only maintaining but upgrading existing assets.

CAPITAL EXPENDITURE

Capital expenditure in 2019/20 and 2020/21 has been impacted by employment and construction market conditions as well as the COVID-19 pandemic. Budget 2021/22 capital provides appropriate levels of investment.

Capital works expenditure in 2021/22 is expected to be \$36.8 million, out of a total \$43.1 million capital portfolio. The \$6.3 million gap represents the component of the capital program budget expected to be treated as operating expenditure, such as community engagement, feasibility studies and landscaping works.

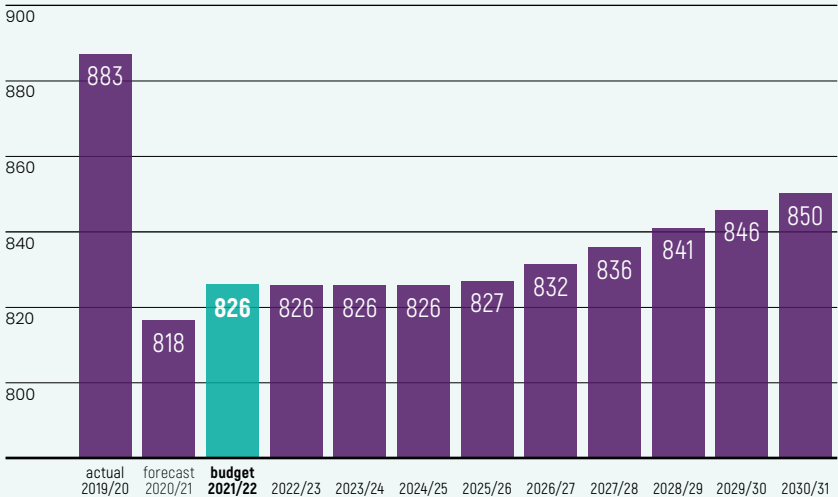


Over the period of the Financial Plan, Council provides for appropriate levels of capital expenditure to ensure existing assets are maintained and improved while also investing in growth driven assets. The target of at least 150 per cent of depreciation is expected to be achieved.

COUNCIL STAFF

Council employees are our most essential resource, enabling the delivery of a broad range of services. We are proposing a net increase of eight FTEs due to a larger capital portfolio, increased services for cleaning of main streets and continued FOGO trial for Elwood.

Over the life of the Financial Plan, officers expect the growth in FTEs to increase between 0.5 to 1.3 per cent to service projected population growth. This is offset by investment in technology (Customer Experience Program), which is expected to achieve productivity and efficiencies that will see the shifting of back-office roles re-directed to service delivery and community-facing roles.



Rates expenditure allocation per \$100

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

Transport and parking	Waste management	Public Space planning and delivery	Asset management
\$16.74	\$11.94	\$9.97	\$9.47
Amenity	Technology	Arts, culture and heritage	Recreation
\$7.72	\$6.77	\$5.25	\$4.56
Governance risk and Policy	Libraries	Sustainability	Customer experience
\$3.93	\$3.79	\$3.67	\$3.16
People, culture and capability	Families and young people	City planning and urban design	Community programs and facilities
\$3.08	\$3.00	\$2.28	\$1.97
Festivals	Communications and engagement	Children	Affordable housing and homelessness
\$1.77	\$1.48	\$1.30	\$1.15
Ageing and accessibility	Local laws / animal management	Health services	Municipal emergency management
\$0.76	\$0.66	\$0.50	\$0.38
Economic development and tourism	South Melbourne Market	Development compliance	Financial and project management
\$0.37	\$0.32	(\$1.74)	(\$4.25)

Delivering on our strategic directions

Four-year budget at a glance

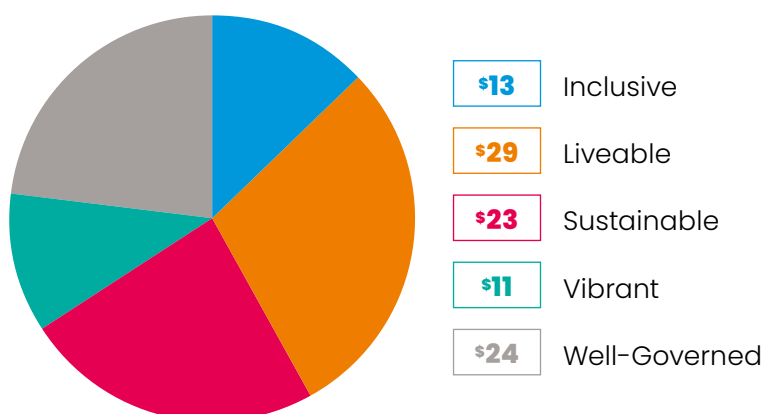
This chart shows how rates revenue is spent across our services, for every \$100 we spend. Some services receive substantial funding from other sources, such as government grants, fees and charges.

For full service details under each strategic direction refer to Council Plan Volume 3.

Strategic Direction	Operating (\$,000s)	Capital (\$,000s)
Inclusive Port Phillip	\$148,558	\$36,350
Liveable Port Phillip	\$229,972	\$76,084
Sustainable Port Phillip	\$139,709	\$24,300
Vibrant Port Phillip	\$90,031	\$36,262
Well-Governed Port Phillip	\$222,245	\$30,666

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

Value per \$100 of rates



Music and the arts are still going strong – and so am I. Facilities and community involvement are encouraged.

Community's aspirations for
a Vibrant Port Phillip

Council Plan engagement 2021



Financial Statements and Statutory Schedules

This section includes the following budgeted financial statements and schedules in accordance with the Local Government Act 2020, the Local Government (Planning and Reporting) Regulations 2020 and the Local Government Model Financial Report.

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Comprehensive income statement

In accordance with Section 92 of the Act, the following asset information supports the development of the 10-year Financial Plan.

		Notes	Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)							
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Income												
Rates and charges	1	133,385	135,224	139,823	143,226	146,688	150,350	154,782	159,894	165,467	170,993	176,520
Statutory fees and fines												
• Parking fines	2	13,213	18,587	18,866	19,149	19,436	19,728	20,024	20,324	20,629	20,938	21,252
• Other user fees	3	3,714	3,882	3,870	3,928	3,987	4,047	4,108	4,170	4,233	4,296	4,360
User fees												
• Parking fines	2	13,025	17,362	17,501	17,930	18,463	18,897	19,341	19,834	20,379	20,899	21,411
• Other user fees	3	18,396	20,808	21,991	22,528	23,077	23,617	24,169	24,783	25,462	26,109	26,746
Grants – operating		13,252	10,908	10,831	11,069	10,823	11,050	11,282	11,541	11,830	12,102	12,368
Grants – capital	4	2,607	5,125	8,290	1,300	1,430	1,460	1,490	1,520	1,560	1,600	1,640
Contributions – monetary	5	5,544	9,193	6,000	7,540	9,810	11,350	9,810	9,810	8,070	8,070	8,070
Contributions – non-monetary		-	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses)*		-	-	-	-	-	-	-	-	-	-	-
Other income	6	19,514	21,931	24,000	23,559	25,044	26,097	27,478	28,273	29,572	30,054	30,804
Total income		222,650	243,020	251,173	250,229	258,758	266,596	272,484	280,149	287,203	295,061	303,172
Expenses												
Employee costs	7	90,260	94,365	95,891	97,911	100,753	103,832	106,896	110,271	114,071	117,690	121,315
Materials and services	8	85,225	89,553	89,017	93,278	93,970	93,622	95,944	98,931	100,343	102,825	106,151
Bad and doubtful debt	9	3,908	5,135	4,882	4,649	4,301	3,941	4,023	4,116	4,219	4,316	4,411
Depreciation		22,519	22,849	23,644	24,587	25,567	26,560	27,592	28,720	29,953	31,177	32,420
Amortisation – right of use assets		950	808	834	865	897	930	964	1,001	1,041	1,081	1,121
Borrowing costs		349	178	-	-	-	-	-	-	-	-	-
Finance costs – leases		86	76	64	81	101	105	105	107	107	107	107
Other expenses	10	18,497	16,687	16,784	17,153	17,530	17,399	17,764	18,173	18,627	19,056	19,475
Net (gain)/loss of disposal ^		3,896	3,619	4,678	4,796	4,808	5,037	4,827	5,295	5,445	5,589	5,729
Total expenses		225,690	233,269	235,794	243,320	247,926	251,426	258,115	266,613	273,805	281,840	290,729
Operating surplus/(deficit) for the year		(3,040)	9,751	15,379	6,910	10,832	15,170	14,369	13,536	13,397	13,221	12,442

* of associates and joint ventures accounted for by the equity method

^ of property, infrastructure, plant equipment

Budget 2021/22 notes:

1. Net rates increased by \$1.8 million on 2020/21 forecast as a result of 1.5 per cent rates cap increase set by the Victorian Government and budgeted population/assessment growth, offset by the \$0.97 million of one-off targeted rates relief to ratepayers impacted by COVID-19.
2. Parking Revenue (Fees and Fines) increased by \$9.7 million on 2020/21 forecast with the majority of the COVID-19 pandemic impact removed. This is below the income generated in financial year 2018/19.
3. User Fees and Charges increased by \$2.6 million on 2020/21 forecast as services resumed from COVID-19 pandemic.
4. Capital Grants budgeted to increase by \$2.5 million on 2020/21 forecast due largely to Victorian and Australian Governments' COVID-19 funding including \$3.2 million from Commonwealth Local Road and Community Infrastructure program.
5. Contributions to increase by \$3.6 million on 2020/21 forecast mainly because of developer contributions due to be completed in 2021/22. Developer contributions fluctuate materially over financial years, subject to development milestones.
6. Other income increased by \$2.4 million on 2020/21 forecast mainly due to the majority of rent waivers and other COVID-19 support not continuing in 2021/22. Note Budget includes placing on hold any scheduled rental increases for commercial properties and a continued rental reduction for Palais Theatre, because COVID-19 restrictions are likely for part of the year.
7. Employee costs increased by \$4.1 million on 2020/21 forecast (\$3.5 million budget on budget) due to 2 per cent Enterprise Agreement increase, Superannuation Guarantee Charge rate increase from 9.5 per cent to 10 per cent, net eight FTE increase (mostly project managers) to deliver a greater project portfolio (budget 2020/21 had reduced 65 FTEs), and service utilisation increases.
8. Materials and services increased by \$4.3 million on 2020/21 forecast due to a number of large items including: reinstatement of expenditure previously reduced in 2020/21 due to COVID-19 including the St Kilda Festival, net increase to waste management costs by \$1.8 million (materially greater than 1.5 per cent CPI), and \$1.8 million of operating projects deferred from 2020/21.
9. Bad and doubtful debts increased by \$1.2 million on forecast 2020/21 in line with increased parking revenue.
10. Other expenses reduced by \$1.8 million on forecast 2020/21 due to a number of factors including reduction in non-cash subsidised rental of \$0.8 million, and organisation efficiency savings

Income statement converted to cash

Notes	Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Operating surplus/ (deficit) for the year	(3,040)	9,751	15,379	6,910	10,832	15,170	14,369	13,536	13,397	13,221	12,442
Adjustment for non-cash operating items. Add back:											
• depreciation and amortisation	23,469	23,657	24,478	25,452	26,464	27,490	28,556	29,721	30,994	32,258	33,541
• written-down value of asset disposals	7,951	8,999	5,128	5,246	7,508	5,487	7,277	5,745	5,895	6,039	6,179
• balance sheet work in progress reallocated to operating	1,200	1,200	1,220	1,247	1,274	1,301	1,328	1,359	1,393	1,425	1,456
Adjustments for investing items. Less capital:											
• Expenditure 1	(16,662)	(36,771)	(53,595)	(42,954)	(39,614)	(39,840)	(41,388)	(43,080)	(44,929)	(46,766)	(48,630)
Adjustments for financing items											
• less loan repayments 2	-	(7,500)	-	-	-	-	-	-	-	-	-
• less lease repayments	(648)	(889)	(887)	(909)	(1,030)	(1,052)	(1,076)	(1,103)	(1,128)	(1,153)	(1,178)
• add new borrowings	-	-	-	-	-	-	-	-	-	-	-
Adjustments for reserve movements											
• statutory reserve drawdown/ (replenish)	(2,443)	(4,290)	1,547	(991)	(1,210)	(2,882)	(2,950)	(2,950)	(1,210)	(1,210)	(1,210)
• Discretionary reserve drawdown/ (replenish)	(4,831)	4,130	5,709	5,648	(3,586)	(6,224)	(6,534)	(3,649)	(4,779)	(3,811)	(2,547)
Cash surplus/ (deficit) for the year	4,996	(1,713)	(1,022)	(352)	638	(550)	(418)	(421)	(367)	3	54
Opening balance - cash surplus	(276)	4,720	3,007	1,985	1,633	2,271	1,722	1,304	883	516	518
Closing cash surplus balance	4,720	3,007	1,985	1,633	2,271	1,722	1,304	883	516	518	572

Budget 2021/22 notes:

1. Capital expenditure, an increase of \$20.1 million on 2020/21 forecast, is appropriately funded at greater than 150 per cent of depreciation in line with our Financial Strategy to ensure assets are maintained and grow for population growth.
2. Council will retire the existing \$7.5 million loan in 2021/22 mainly funded from budgeted surplus \$5.75 million and a \$1.75 million drawdown on general reserve to be replenished over the 10-year period.

Balance sheet

	Actual (\$,000)	Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Assets												
Current assets												
Cash and cash equivalents	7,642	8,518	7,672	14,311	10,417	6,954	7,617	9,819	8,211	8,133	7,437	8,536
Trade and other receivables	17,865	17,885	17,905	17,935	17,974	18,014	18,052	18,090	18,132	18,177	18,219	18,259
Other financial assets	87,000	107,000	107,000	93,000	93,000	103,000	112,000	120,000	129,000	136,000	143,000	147,000
Non current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-	-
Other assets	4,127	4,132	4,137	4,144	4,153	4,162	4,171	4,180	4,190	4,200	4,210	4,219
Total current assets	116,634	137,535	136,714	129,390	125,544	132,130	141,840	152,089	159,533	166,510	172,866	178,014
Non-current assets												
Investments in associates and joint ventures	307	307	307	307	307	307	307	307	307	307	307	307
Other financial assets	521	521	521	521	521	521	521	521	521	521	521	521
Property, infrastructure, plant and equipment	3,200,370	3,248,362	3,320,124	3,343,727	3,490,043	3,495,307	3,642,962	3,648,153	3,803,630	3,811,318	3,975,075	3,983,650
Right of use assets	1,339	1,047	1,138	1,181	1,244	1,324	1,422	1,535	1,661	1,798	1,944	2,101
Total non-current assets	3,202,537	3,250,237	3,322,090	3,345,737	3,492,114	3,497,460	3,645,212	3,650,516	3,806,120	3,813,944	3,977,848	3,986,579
Total assets	3,319,171	3,387,772	3,458,804	3,475,127	3,617,658	3,629,590	3,787,052	3,802,606	3,965,653	3,980,454	4,150,714	4,164,592

Actual (\$,000)	Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)								
2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31

Liabilities**Current liabilities**

Trade and other payables	8,316	16,407	16,587	16,869	17,240	17,619	17,989	18,367	18,789	19,259	19,702	20,135
Trust funds and deposits	7,949	8,036	8,124	8,262	8,444	8,630	8,811	8,996	9,203	9,433	9,650	9,862
Provisions	15,513	15,885	16,266	16,705	17,206	17,688	18,183	18,692	19,215	19,753	20,306	20,875
Interest-bearing liabilities	-	7,500	-	-	-	-	-	-	-	-	-	-
Lease liabilities	585	607	605	627	748	770	794	821	846	871	896	896
Total current liabilities	32,363	48,435	41,582	42,463	43,638	44,707	45,777	46,876	48,053	49,316	50,554	51,768

Non-current assets

Provisions	3,367	3,448	3,531	3,626	3,735	3,840	3,948	4,059	4,173	4,290	4,410	4,533
Interest-bearing liabilities	7,500	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	789	777	789	757	654	579	531	505	504	528	577	677
Total non-current liabilities	11,656	4,225	4,320	4,383	4,389	4,419	4,479	4,564	4,677	4,818	4,987	5,210
Total liabilities	44,019	52,660	45,902	46,846	48,027	49,126	50,256	51,440	52,730	54,134	55,542	56,978
Net assets	3,275,152	3,335,112	3,412,902	3,428,281	3,569,631	3,580,464	3,736,796	3,751,166	3,912,922	3,926,320	4,095,172	4,107,614

Equity

Accumulated surplus	639,697	629,383	638,974	661,609	673,175	679,211	685,275	690,161	697,098	704,506	712,706	721,392
Asset revaluation reserve	2,557,780	2,620,780	2,688,819	2,688,819	2,823,260	2,823,260	2,964,423	2,964,423	3,112,644	3,112,644	3,268,276	3,268,276
Other reserves	77,675	84,949	85,109	77,853	73,196	77,992	87,098	96,582	103,180	109,169	114,190	117,946
Total equity	3,275,152	3,335,112	3,412,902	3,428,281	3,569,631	3,580,464	3,736,796	3,751,166	3,912,922	3,926,320	4,095,172	4,107,614

Statement of changes in equity

	Total \$,000	Accumulated surplus \$,000	Revaluation reserve \$,000	Other reserves \$,000
2022				
Balance at beginning of the financial year	3,335,112	629,383	2,620,780	84,949
Comprehensive result	9,751	9,751	-	-
Net asset revaluation increment (decrement)	68,039	-	68,039	-
Transfer to other reserves	-	(27,533)	-	27,533
Transfer from other reserves	-	27,373	-	(27,373)
Balance at end of the financial year	3,412,902	638,974	2,688,819	85,109
2023				
Balance at beginning of the financial year	3,412,902	638,974	2,688,819	85,109
Comprehensive result	15,379	15,379	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(13,592)	-	13,592
Transfer from other reserves	-	20,848	-	(20,848)
Balance at end of the financial year	3,428,281	661,609	2,688,819	77,853
2024				
Balance at beginning of the financial year	3,428,281	661,609	2,688,819	77,853
Comprehensive result	6,910	6,910	-	-
Net asset revaluation increment (decrement)	134,441	-	134,441	-
Transfer to other reserves	-	(14,143)	-	14,143
Transfer from other reserves	-	18,800	-	(18,800)
Balance at end of the financial year	3,569,631	673,175	2,823,260	73,196
2025				
Balance at beginning of the financial year	3,569,631	673,175	2,823,260	73,196
Comprehensive result	10,832	10,832	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(17,936)	-	17,936
Transfer from other reserves	-	13,140	-	(13,140)
Balance at end of the financial year	3,580,464	679,211	2,823,260	77,992
2026				
Balance at beginning of the financial year	3,580,464	679,211	2,823,260	77,992
Comprehensive result	15,170	15,170	-	-
Net asset revaluation increment (decrement)	141,163	-	141,163	-
Transfer to other reserves	-	(17,416)	-	17,416
Transfer from other reserves	-	8,310	-	(8,310)
Balance at end of the financial year	3,736,796	685,275	2,964,423	87,098

	Total \$,000	Accumulated surplus \$,000	Revaluation reserve \$,000	Other reserves \$,000
2027				
Balance at beginning of the financial year	3,736,796	685,275	2,964,423	87,098
Comprehensive result	14,369	14,369	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(18,494)	-	18,494
Transfer from other reserves	-	9,010	-	(9,010)
Balance at end of the financial year	3,751,166	690,161	2,964,423	96,582
2028				
Balance at beginning of the financial year	3,751,166	690,161	2,964,423	96,582
Comprehensive result	13,536	13,536	-	-
Net asset revaluation increment (decrement)	148,221	-	148,221	-
Transfer to other reserves	-	(16,609)	-	16,609
Transfer from other reserves	-	10,010	-	(10,010)
Balance at end of the financial year	3,912,922	697,098	3,112,644	103,180
2029				
Balance at beginning of the financial year	3,912,922	697,098	3,112,644	103,180
Comprehensive result	13,397	13,397	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(14,999)	-	14,999
Transfer from other reserves	-	9,010	-	(9,010)
Balance at end of the financial year	3,926,320	704,506	3,112,644	109,169
2030				
Balance at beginning of the financial year	3,926,320	704,506	3,112,644	109,169
Comprehensive result	13,221	13,221	-	-
Net asset revaluation increment (decrement)	155,632	-	155,632	-
Transfer to other reserves	-	(14,331)	-	14,331
Transfer from other reserves	-	9,310	-	(9,310)
Balance at end of the financial year	4,095,172	712,706	3,268,276	114,190
2031				
Balance at beginning of the financial year	4,095,172	712,706	3,268,276	114,190
Comprehensive result	12,442	12,442	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(13,626)	-	13,626
Transfer from other reserves	-	9,869	-	(9,869)
Balance at end of the financial year	4,107,614	721,392	3,268,276	117,946

Statement of cash flows

Notes	Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Cash flows from operating activities											
Rates and charges	133,385	135,224	139,823	143,226	146,688	150,350	154,782	159,894	165,467	170,993	176,520
Statutory fees and fines											
• Parking fines	9,451	13,625	14,120	14,599	15,236	15,890	16,106	16,316	16,521	16,736	16,958
• Other statutory fees and fines	3,712	3,880	3,868	3,926	3,985	4,045	4,106	4,168	4,231	4,294	4,358
User fees											
• Parking fees	14,323	19,093	19,246	19,718	20,304	20,782	21,270	21,812	22,412	22,984	23,547
• Other user fees	19,970	22,581	23,907	24,526	25,124	25,716	26,318	26,982	27,720	28,428	29,125
Grants – operating	13,252	10,908	10,831	11,069	10,823	11,050	11,282	11,541	11,830	12,102	12,368
Grants – capital	2,607	5,125	8,290	1,300	1,430	1,460	1,490	1,520	1,560	1,600	1,640
Contributions – monetary	5,544	9,193	6,000	7,540	9,810	11,350	9,810	9,810	8,070	8,070	8,070
Interest received	552	360	1,718	795	1,488	2,253	2,614	2,846	3,220	3,405	3,578
Net trust funds taken	53,187	53,772	54,735	55,980	57,211	58,404	59,631	61,020	62,563	63,984	65,382
Other receipts	9,796	13,587	14,195	14,496	15,136	15,226	16,117	16,477	17,208	17,263	17,635
Net GST refund	7,378	8,340	9,672	8,991	8,602	8,453	8,672	9,011	9,162	9,486	9,869
Employee costs	(90,298)	(94,133)	(95,586)	(97,535)	(100,405)	(103,473)	(106,525)	(109,889)	(113,677)	(117,284)	(120,896)
Materials and services	(85,903)	(100,465)	(101,333)	(104,901)	(105,310)	(104,928)	(107,590)	(110,957)	(112,598)	(115,493)	(119,303)
Trust funds and deposits repaid	(53,100)	(53,684)	(54,597)	(55,798)	(57,025)	(58,223)	(59,446)	(60,813)	(62,333)	(63,767)	(65,170)
Net cash provided by operating activities	34,566	39,187	46,736	39,600	44,582	50,210	50,322	51,233	52,637	53,882	54,564

Notes	Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(16,662)	(36,771)	(53,595)	(42,954)	(39,613)	(39,840)	(41,388)	(43,080)	(44,929)	(46,766)	(48,630)
Proceeds from the sale of property, infrastructure, plant and equipment	4,055	5,380	450	450	2,700	450	2,450	450	450	450	450
Payments for investments	(20,000)	-	-	-	(10,000)	(9,000)	(8,000)	(9,000)	(7,000)	(7,000)	(4,000)
Proceeds from sale of investments	-	-	14,000	-	-	-	-	-	-	-	-
Net cash used in investing activities	(32,607)	(31,391)	(39,145)	(42,504)	(46,913)	(48,390)	(46,938)	(51,630)	(51,479)	(53,316)	(52,180)
Cash flows from financing activities											
Finance costs	(349)	(178)	-	-	-	-	-	-	-	-	-
Repayment of borrowings	1	(7,500)	-	-	-	-	-	-	-	-	-
Interest paid – lease liabilities	(86)	(76)	(64)	(81)	(101)	(105)	(105)	(107)	(107)	(107)	(107)
Repayment of lease liabilities	(648)	(889)	(887)	(909)	(1,030)	(1,052)	(1,076)	(1,103)	(1,128)	(1,153)	(1,178)
Net cash provided by / (used in) financing activities	(1,083)	(8,643)	(952)	(990)	(1,131)	(1,157)	(1,181)	(1,210)	(1,235)	(1,260)	(1,285)
Net increase (decrease) in cash and cash equivalents	876	(846)	6,640	(3,894)	(3,462)	664	2,203	(1,607)	(77)	(694)	1,099
Cash and cash equivalents at beginning of year	7,642	8,518	7,672	14,311	10,418	6,956	7,619	9,823	8,215	8,138	7,444
Cash and cash equivalents at end of year	8,518	7,672	14,311	10,418	6,956	7,619	9,823	8,215	8,138	7,444	8,544

Statement of capital works

	Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Land improvements (marine assets)	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Building improvements	4,448	14,997	23,660	10,959	12,638	13,395	14,284	14,649	15,347	16,537	17,567
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Total buildings	4,448	14,997	23,660	10,959	12,638	13,395	14,284	14,649	15,347	16,537	17,567
Total property	4,448	14,997	23,660	10,959	12,638	13,395	14,284	14,649	15,347	16,537	17,567
Property											
Plant, machinery and equipment	1,364	2,427	1,622	2,154	2,354	1,944	2,091	2,160	1,994	2,044	2,255
Fixtures, fittings and furniture	379	-	-	-	-	50	51	52	54	55	56
Computers and telecommunications	1,071	1,336	800	800	650	785	801	1,200	800	818	836
Heritage and artworks	-	-	-	30	-	30	-	30	-	30	-
Library books	652	952	952	852	852	870	888	909	931	953	974
Total plant and equipment	3,466	4,715	3,374	3,836	3,856	3,678	3,832	4,351	3,778	3,900	4,121
Infrastructure											
Roads	2,103	2,536	3,279	4,023	3,417	3,321	3,418	3,526	3,647	3,761	3,872
Bridges	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	1,345	2,863	3,023	4,495	3,199	3,350	3,421	3,499	4,016	4,108	4,199
Drainage	854	2,005	1,840	2,411	2,571	2,950	3,012	3,323	3,657	3,741	3,823
Parks, open space and streetscapes	4,341	9,565	18,225	17,049	13,594	12,874	13,145	13,447	14,193	14,422	14,744
Off-street carparks	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	104	90	194	181	338	272	277	284	291	298	304
Total infrastructure	8,747	17,059	26,561	28,159	23,119	22,767	23,273	24,080	25,804	26,329	26,942
Total capital works expenditure	16,662	36,771	53,595	42,954	39,614	39,840	41,388	43,080	44,929	46,766	48,630

Forecast (\$,000)	Budget (\$,000)	Projections (\$,000)									
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	

Represented by:

New asset expenditure	988	2,269	1,405	2,101	1,260	3,984	4,139	4,308	4,493	4,677	4,863
Asset renewal expenditure	9,672	16,556	19,900	19,765	19,546	19,920	20,694	21,540	22,465	23,383	24,315
Asset upgrade expenditure	5,966	16,442	26,903	17,057	16,089	13,944	14,486	15,078	15,725	16,368	17,021
Asset expansion expenditure	36	1,504	5,387	4,031	2,719	1,992	2,069	2,154	2,246	2,338	2,432
Total capital works expenditure	16,662	36,771	53,595	42,954	39,614	39,840	41,388	43,080	44,929	46,766	48,630

Funding sources represented by:

Grants	3,249	5,125	8,290	1,300	1,430	1,460	1,490	1,520	1,560	1,600	1,640
Contributions	334	1,100	-	-	-	-	-	-	-	-	-
Reserves	15,226	16,445	20,036	16,710	11,050	7,810	8,210	8,210	8,210	8,210	8,210
Council cash	(2,147)	14,101	25,269	24,944	27,134	30,570	31,688	33,350	35,159	36,956	38,780
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	16,662	36,771	53,595	42,954	39,614	39,840	41,388	43,080	44,929	46,766	48,630

Budget 2021/22 capital works program

Capital works 2021/22	Budget cost (\$,000)		
	Operating	Capital	Project
Property			
Buildings	2,647	14,997	17,644
Children's Centres Improvement Program	49	276	325
Childcare Centres Building Asset Renewals	38	213	250
Childcare Centre Fence Compliance	95	540	635
Linden Gallery Rear Pathway Resurface	5	27	32
Bubup Nairn Cladding Rectification	42	238	280
Bay Street Coles Public Toilet	8	43	50
Alma Park Public Toilets	75	425	500
Fitzroy Street Public Toilet	74	421	495
Public Toilet Smart Technology Sensor Installation	8	43	50
Shakespeare Grove Public Toilet Replacement and Relocation	68	383	450
The Slopes Public Toilets Refurbishment	25	140	165
Sandbar Public Toilet Ventilation Upgrade	53	302	355
Waterfront Place Public Toilet	54	306	360
Energy Efficiency and Solar Program	71	404	475
EcoCentre Redevelopment	71	400	470
Palais Theatre Tunnels Investigation	25	140	165
Palais Theatre Backstage Concrete Spalling Rectification	134	760	894
South Melbourne Town Hall Renewal and Upgrade	480	2,720	3,200
St Kilda Library Redevelopment	15	85	100
South Melbourne Market Public Safety Improvements	99	561	660
South Melbourne Market Renewal Works	30	170	200
South Melbourne Market Stall Changeover Refits	19	106	125
South Melbourne Market External Food Hall Upgrade	63	357	420
South Melbourne Market Cecil Street Essential Services Connections	43	242	285
South Melbourne Market Compliance Works	18	102	120
South Melbourne Market MFB Compliant Fire Stairs to L1	50	285	335
South Melbourne Market Central Stairs Compliance Works	6	34	40
South Melbourne Market Smoke Extraction System	75	425	500
Port Melbourne Town Hall Façade Rectification	21	119	140
Building Safety Corrective Action	70	395	465
Building Roof Renewals	21	119	140
Safe Roof Access	21	119	140
Building Asset Renewals	203	1,148	1,350
St Kilda Town Hall Facade Inspection and Rectification	20	112	132
Access Control Renewal in Council Buildings	119	676	795

Asset Expenditure Type (\$,000)				Funding sources (\$,000)					
New	Renewal	Upgrade	Expansion	Deferral	Grants	Contributions	Reserves	Council Cash	Borrowings
976	5,578	7,714	729	5,885	420	1,100	1,884	8,355	-
-	137	138	-	-	-	-	325	-	-
-	53	159	-	-	-	-	250	-	-
-	135	405	-	635	-	-	-	-	-
-	7	20	-	32	-	-	-	-	-
-	119	119	-	280	-	-	-	-	-
-	34	9	-	50	-	-	-	-	-
-	340	85	-	-	-	500	-	-	-
252	-	-	168	35	-	-	-	460	-
26	-	-	17	-	-	-	-	50	-
-	230	153	-	150	-	-	-	300	-
-	98	42	-	-	-	-	-	165	-
-	211	91	-	305	-	-	-	50	-
184	-	-	122	360	-	-	-	-	-
-	-	202	202	-	-	-	-	475	-
-	120	280	-	470	-	-	-	-	-
-	42	98	-	-	-	-	165	-	-
-	228	532	-	-	-	-	894	-	-
-	408	2,312	-	150	-	600	-	2,450	-
-	51	34	-	-	-	-	-	100	-
-	337	224	-	300	-	-	-	360	-
-	153	17	-	-	-	-	-	200	-
-	64	43	-	-	-	-	-	125	-
-	179	179	-	-	420	-	-	-	-
-	97	145	-	35	-	-	250	-	-
-	41	61	-	120	-	-	-	-	-
-	171	114	-	335	-	-	-	-	-
-	14	20	-	40	-	-	-	-	-
106	128	191	-	500	-	-	-	-	-
-	71	48	-	-	-	-	-	140	-
-	237	158	-	465	-	-	-	-	-
-	71	48	-	140	-	-	-	-	-
-	71	48	-	140	-	-	-	-	-
-	689	459	-	-	-	-	-	1,350	-
-	67	45	-	132	-	-	-	-	-
169	203	304	-	300	-	-	-	495	-

Capital works 2021/22	Budget cost (\$,000)		
	Operating	Capital	Project
Building CCTV Project	78	439	517
St Kilda Town Hall Training Room Accessibility Upgrades	14	77	90
Cora Graves Accessibility Improvement	48	273	321
Operations Centre Fire Escape Upgrade	27	156	183
OHS Compliance Works 2020-21	5	26	30
Council Furniture and Fittings	42	238	280
St Kilda Town Hall Staff Accommodation	169	956	1,125
Total property	2,647	14,997	17,644
Plant and equipment			
Plant, machinery and equipment	-	2,427	2,427
Parking Machine Renewal and Upgrades	-	155	155
Parking Sensors Installation	-	150	150
Council Fleet Renewal Program	-	2,022	2,022
Replace Tipper Truck	-	100	100
Computers and telecommunications	100	1,336	1,436
Core IT Infrastructure Renewal and Upgrade Program	50	900	950
Core IT Infrastructure Renewal 2020-21	50	436	486
Library books	-	952	952
Library Collection Purchases	-	952	952
Total plant and equipment	100	4,715	4,815
Infrastructure			
Roads	413	2,536	2,949
Fitzroy Street and Loch Street Safety Improvements	6	39	45
Alma Road and Alexandra Street Safety Improvements	32	195	227
Wilton Gr Kerb and Gutter Construction	7	43	50
Redundant Vehicle Crossing Removal	11	71	82
Pram Crossing Upgrades	54	331	385
Phillipson Street Kerb and Gutter Construction	3	17	20
Kerb and Gutter Renewals	52	318	370
Addison Street Laneway Renewal	7	43	50
Wellington Street Laneway Upgrade	7	43	50
R1475 Gourlay Street Laneway Renewal	36	219	255
R1763 Milton Street Laneway Renewal	3	17	20
R1497 (Penny Lane) Laneway Upgrade	19	116	135
Park Street Road Construction	18	108	125
Heavy Road Patching	22	138	160
Road Resurfacing	137	839	975
Park Street Road Construction	18	108	125

Asset Expenditure Type (\$,000)					Funding sources (\$,000)					
	New	Renewal	Upgrade	Expansion	Deferral	Grants	Contributions	Reserves	Council Cash	Borrowings
	220	-	-	220	272	-	-	-	245	-
	19	23	34	-	-	-	-	-	90	-
	-	164	109	-	321	-	-	-	-	-
	-	93	62	-	183	-	-	-	-	-
	-	15	10	-	30	-	-	-	-	-
	-	95	143	-	-	-	-	-	280	-
	-	383	574	-	105	-	-	-	1,020	-
	976	5,578	7,714	729	5,885	420	1,100	1,884	8,355	-
	-	2,275	152	-	100	-	-	-	2,327	-
	-	78	77	-	-	-	-	-	155	-
	-	75	75	-	-	-	-	-	150	-
	-	2,022	-	-	-	-	-	-	2,022	-
	-	100	-	-	100	-	-	-	-	-
	-	1,336	-	-	486	-	-	-	950	-
	-	900	-	-	-	-	-	-	950	-
	-	436	-	-	486	-	-	-	-	-
	-	952	-	-	-	-	-	-	952	-
	-	952	-	-	-	-	-	-	952	-
	-	4,563	152	-	586	-	-	-	4,229	-
	-	1,463	1,073	-	60	552	-	-	2,337	-
	-	23	15	-	-	45	-	-	-	-
	-	117	78	-	20	207	-	-	-	-
	-	26	17	-	-	-	-	-	50	-
	-	42	28	-	-	-	-	-	82	-
	-	99	232	-	-	-	-	-	385	-
	-	10	7	-	20	-	-	-	-	-
	-	191	127	-	-	-	-	-	370	-
	-	28	15	-	-	-	-	-	50	-
	-	28	15	-	-	-	-	-	50	-
	-	143	77	-	-	-	-	-	255	-
	-	11	6	-	20	-	-	-	-	-
	-	75	41	-	-	-	-	-	135	-
	-	70	38	-	-	-	-	-	125	-
	-	96	41	-	-	-	-	-	160	-
	-	503	335	-	-	300	-	-	675	-
	-	70	38	-	-	-	-	-	125	-

Capital works 2021/22	Budget cost (\$,000)		
	Operating	Capital	Project
Broadway Road Construction	7	43	50
Heavy Road Patching	22	138	160
Road Resurfacing	137	839	975
Footpaths and cycleways	466	2,863	3,330
Inkerman Street Bike Corridor	62	378	440
Garden City Bike Path	153	937	1,090
Park Street Bike Link	70	430	500
Queens Road, Melbourne Footpath Construction	3	17	20
Bank Street, South Melb Footpath Construction	7	43	50
Footpath Renewals	60	370	430
Moran Reserve Pedestrian Bridge and Cycle Renewal	25	151	175
Alma and Lansdown Road Safety Improvements	6	39	45
Danks Street and Withers Street Safety Improvements	3	17	20
Kerferd Road Safety Improvement Trial	2	14	16
Cecil Street and James Place Pedestrian Safety Improvements	26	157	183
Iffla Street and Tribe Road Pedestrian Improvements	16	97	113
Cecil Street and Napier Street Pedestrian Safety	23	140	163
Richardson and Nimmo Safety Improvements	6	39	45
Pickles Street and Glover Street Pedestrian Safety	6	34	40
Drainage	326	2,005	2,331
Stormwater Renewals – Blessington Street Skatepark	7	43	50
Stormwater Capital Works	161	989	1,150
Stormwater Design	7	43	50
Stormwater Harvesting Development	14	86	100
Coventry and Montague Raingarden	13	77	90
Richardson and Withers Raingarden	13	77	90
Clarke and Market St Raingardens	52	318	370
Beaconsfield and Nimmo Water Sensitive Urban Design	23	140	163
McGregor and Patterson Water Sensitive Urban Design	11	67	78
Water Sensitive Urban Design Upgrades	14	86	100
Water Sensitive Urban Design Designs	13	77	90
Parks, open space and streetscapes	2,391	9,565	11,956
Adventure Playgrounds Upgrade	24	95	119
Graham Street Overpass Skate Park and Carparking Upgrade – Stage 1a	137	550	687
JL Murphy Community Pitch Synthetic Field	19	77	97
Lagoon Reserve Pavilion Replacement and Sports Field Redevelopment	44	176	220
North Port Oval upgrade (Council)	4	17	21
North Port Oval works (Election)	25	100	125
RF Julier Reserve Pavilion and Park improvement	50	200	250

Asset Expenditure Type (\$,000)				Funding sources (\$,000)					
New	Renewal	Upgrade	Expansion	Deferral	Grants	Contributions	Reserves	Council Cash	Borrowings
-	17	26	-	-	-	-	-	50	-
-	96	41	-	-	-	-	-	160	-
-	503	335	-	-	300	-	-	675	-
209	768	1,659	227	509	1,156	-	1,130	535	-
45	38	246	49	-	-	-	440	-	-
112	94	609	122	265	425	-	400	-	-
52	43	280	56	-	500	-	-	-	-
-	10	7	-	20	-	-	-	-	-
-	26	17	-	-	-	-	-	50	-
-	222	148	-	-	-	-	-	430	-
-	120	30	-	175	-	-	-	-	-
-	15	23	-	-	-	-	-	45	-
-	7	10	-	20	-	-	-	-	-
-	6	8	-	6	-	-	-	10	-
-	63	94	-	-	75	-	108	-	-
-	39	58	-	13	-	-	100	-	-
-	56	84	-	-	156	-	7	-	-
-	15	23	-	-	-	-	45	-	-
-	14	21	-	10	-	-	30	-	-
-	593	1,158	253	50	241	-	50	1,990	-
-	43	-	-	-	-	-	-	50	-
-	495	495	-	-	-	-	-	1,150	-
-	22	22	-	50	-	-	-	-	-
-	34	52	-	-	-	-	50	50	-
-	-	54	23	-	-	-	-	90	-
-	-	54	23	-	-	-	-	90	-
-	-	223	95	-	-	-	-	370	-
-	-	98	42	-	163	-	-	-	-
-	-	47	20	-	78	-	-	-	-
-	-	60	26	-	-	-	-	100	-
-	-	54	23	-	-	-	-	90	-
1,084	3,500	4,686	295	2,047	2,756	-	4,245	2,908	-
-	14	81	-	17	-	-	-	102	-
-	275	275	-	-	25	-	557	105	-
15	39	23	-	97	-	-	-	-	-
-	123	53	-	120	-	-	-	100	-
-	7	10	-	-	-	-	21	-	-
-	20	80	-	60	65	-	-	-	-
-	50	150	-	-	-	-	188	62	-

Capital works 2021/22	Budget cost (\$,000)		
	Operating	Capital	Project
Sport and Recreation Infrastructure	60	240	300
Elwood Park Sports Field Lighting Upgrade	158	631	789
Wattie Watson Oval Reconstruction	260	1,040	1,300
Foreshore Assets Renewal and Upgrade Program (including St Kilda Marina Project)	50	200	250
Foreshore Asset Renewal 2020/21	10	40	50
Gasworks Arts Park Reinstatement	28	110	138
Park Furniture Renewal	50	200	250
Cobden Place (Kings Place Plaza) Pocket Park	46	182	228
New Dog Park MO Moran Reserve	50	200	250
Palais Theatre and Luna Park Precinct Revitalisation	85	340	425
Rotary Park play space Development	128	512	640
St Kilda Foreshore Infrastructure Upgrade (Donovans to Marina Reserve)	8	32	40
St Kilda Pier Foreshore Upgrade	16	64	80
Ludwig Stamer Reserve	6	24	30
TT Buckingham Flying Fox	14	56	70
Alma Park East Upgrade	120	480	600
Playground safety audit works	10	40	50
Moubray Street Community Park	40	160	200
Te-Arai Reserve Minor Renewal	6	25	31
Hostile Vehicle Mitigation Acland Street Plaza	31	124	155
Hostile Vehicle Mitigation Beacon Cove Promenade	7	26	33
Foreshore Safety Cameras	10	40	50
West Beach Boardwalk Upgrade	10	40	50
Public Space Accessibility Minor Works	10	40	50
Solar PV Lighting across the municipality	44	176	220
St Kilda Foreshore Lighting Renewal	26	104	130
Public Space Lighting - Bay Trail	66	262	328
Elwood Foreshore Public Space Lighting (Stage 1a)	179	716	895
Maritime Urgent Reactive Works	66	264	330
Station Pier Jetty and Boardwalk Renewal	38	152	190
St Kilda Junction Safety Upgrade	48	192	240
Litter Bin Program	27	108	135
Open Space Irrigation Renewal and Upgrade Program	70	280	350
Other infrastructure	10	90	100
Street Signage and Furniture Renewal Program	10	90	100
Total infrastructure	3,606	17,059	20,665
Total capital works expenditure 2021/22	6,353	36,771	43,124

Asset Expenditure Type (\$,000)				Funding sources (\$,000)					
New	Renewal	Upgrade	Expansion	Deferral	Grants	Contributions	Reserves	Council Cash	Borrowings
-	60	60	120	-	-	-	195	105	-
189	189	253	-	-	68	-	614	108	-
-	312	728	-	420	380	-	500	-	-
-	170	30	-	-	-	-	150	100	-
-	34	6	-	50	-	-	-	-	-
33	22	55	-	-	-	-	138	-	-
-	100	100	-	-	-	-	-	250	-
-	55	128	-	-	-	-	228	-	-
60	-	-	140	-	250	-	-	-	-
-	102	238	-	-	-	-	320	105	-
256	-	256	-	132	139	-	369	-	-
-	10	22	-	40	-	-	-	-	-
-	19	45	-	80	-	-	-	-	-
-	10	14	-	-	-	-	15	15	-
-	11	45	-	-	-	-	35	35	-
-	144	336	-	-	300	-	300	-	-
-	28	12	-	-	-	-	25	25	-
-	48	112	-	-	-	-	100	100	-
-	5	20	-	31	-	-	-	-	-
-	50	75	-	5	-	-	-	150	-
-	10	16	-	-	-	-	-	33	-
-	16	24	-	-	-	-	-	50	-
-	10	30	-	-	-	-	25	25	-
-	10	30	-	-	-	-	50	-	-
141	-	-	35	-	-	-	110	110	-
-	62	42	-	-	-	-	-	130	-
-	52	210	-	250	-	-	-	78	-
-	430	286	-	745	-	-	-	150	-
-	211	53	-	-	-	-	-	330	-
-	122	30	-	-	-	-	-	190	-
-	77	115	-	-	-	-	240	-	-
22	87	-	-	-	-	-	0	135	-
-	140	140	-	-	-	-	50	300	-
-	90	-	-	-	-	-	-	100	-
-	90	-	-	-	-	-	-	100	-
1,293	6,415	8,576	775	2,665	4,705	-	5,425	7,870	-
2,269	16,556	16,442	1,504	9,136	5,125	1,100	7,309	20,454	-

Summary of capital works expenditure 2021-25

Capital works 2021/22	Budget cost (\$,000)		
	Operating	Capital	Project
Property			
Buildings	2,647	14,997	17,644
Total property	2,647	14,997	17,644
Plant and equipment			
Plant, machinery and equipment	-	2,427	2,427
Computers and telecommunications	100	1,336	1,436
Library books	-	952	952
Total plant and equipment	100	4,715	4,815
Infrastructure			
Roads	413	2,536	2,949
Footpaths and cycleways	466	2,863	3,330
Drainage	326	2,005	2,331
Parks, open space and streetscapes	2,391	9,565	11,956
Other infrastructure	10	90	100
Total infrastructure	3,606	17,059	20,665
Total capital works expenditure 2021/22	6,353	36,771	43,124

Asset Expenditure Type (\$,000)				Funding sources (\$,000)					
New	Renewal	Upgrade	Expansion	Deferral	Grants	Contributions	Reserves	Council Cash	Borrowings
976	5,578	7,714	729	5,885	420	1,100	1,884	8,355	-
976	5,578	7,714	729	5,885	420	1,100	1,884	8,355	-
-	2,275	152	-	100	-	-	-	2,327	-
-	1,336	-	-	486	-	-	-	950	-
-	952	-	-	-	-	-	-	952	-
-	4,563	152	-	586	-	-	-	4,229	-
-	1,463	1,073	-	60	552	-	-	2,337	-
209	768	1,659	227	509	1,156	-	1,130	535	-
-	593	1,158	253	50	241	-	50	1,990	-
1,084	3,500	4,686	295	2,047	2,756	-	4,245	2,908	-
-	90	-	-	-	-	-	-	100	-
1,293	6,415	8,576	775	2,665	4,705	-	5,425	7,870	-
2,269	16,556	16,442	1,504	9,136	5,125	1,100	7,309	20,454	-

Capital works 2022/23	Budget cost (\$,000)		
	Operating	Capital	Project
Property			
Buildings	3,852	23,660	27,512
Total property	3,852	23,660	27,512
Plant and equipment			
Plant, machinery and equipment	-	1,622	1,622
Computers and telecommunications	-	800	800
Library books	-	952	952
Total plant and equipment	-	3,374	3,374
Infrastructure			
Roads	534	3,279	3,813
Footpaths and cycleways	492	3,023	3,515
Drainage	300	1,840	2,140
Parks, open space and streetscapes	4,556	18,225	22,781
Other infrastructure	6	194	200
Total infrastructure	5,888	26,561	32,449
Total capital works expenditure 2022/23	9,739	53,596	63,335

Asset Expenditure Type (\$,000)				Funding sources (\$,000)				
New	Renewal	Upgrade	Expansion	Deferral	Grants	Reserves	Council Cash	Borrowings
591	6,368	14,068	2,634	511	2,545	6,861	17,595	-
591	6,368	14,068	2,634	511	2,545	6,861	17,595	-
-	1,372	250	-	-	-	-	1,622	-
-	800	-	-	-	-	-	800	-
-	952	-	-	-	-	-	952	-
-	3,124	250	-	-	-	-	3,374	-
-	1,951	1,328	-	-	585	-	3,228	-
200	832	1,774	217	7	575	1,820	1,113	-
86	989	191	574	-	-	250	1,890	-
528	6,441	9,293	1,963	495	4,585	10,093	7,609	-
-	194	-	-	-	-	-	200	-
814	10,408	12,585	2,754	502	5,745	12,163	14,040	-
1,405	19,900	26,903	5,388	1,013	8,290	19,023	35,009	-

Capital works 2023/24	Budget cost (\$,000)		
	Operating	Capital	Project
Property			
Buildings	1,784	10,959	12,743
Total property	1,784	10,959	12,743
Plant and equipment			
Plant, machinery and equipment	-	2,154	2,154
Computers and telecommunications	-	800	800
Heritage plant and equipment	-	30	30
Library books	-	852	852
Total plant and equipment	-	3,836	3,836
Infrastructure			
Roads	655	4,023	4,678
Footpaths and cycleways	613	4,495	5,108
Drainage	329	2,411	2,740
Parks, open space and streetscapes	4,262	17,049	21,311
Other infrastructure	19	181	200
Total infrastructure	5,878	28,159	34,037
Total capital works expenditure 2023/24	7,662	42,954	50,616

Asset Expenditure Type (\$,000)				Funding sources (\$,000)				
New	Renewal	Upgrade	Expansion	Deferral	Grants	Reserves	Council Cash	Borrowings
364	4,623	5,356	616	-	2,081	10,662	-	-
364	4,623	5,356	616	-	2,081	10,662	-	-
-	1,779	375	-	-	-	2,154	-	-
-	800	-	-	-	-	800	-	-
15	-	15	-	-	-	30	-	-
-	852	-	-	-	-	852	-	-
15	3,431	390	-	-	-	3,836	-	-
-	3,100	923	-	300	-	4,378	-	-
317	1,161	2,674	343	-	3,000	2,108	-	-
352	880	195	984	-	1,000	1,740	-	-
1,053	6,388	7,519	2,088	1,000	10,629	9,682	-	-
-	181	-	-	-	-	200	-	-
1,722	11,710	11,312	3,415	1,300	14,629	18,108	-	-
2,101	19,765	17,057	4,031	1,300	16,710	32,606	-	-

Summary of capital works expenditure 2021-25

Capital works 2024/25	Budget cost (\$,000)			
	Operating	Capital	Project	
Property				
Buildings	2,057	12,638	14,695	
Total property	2,057	12,638	14,695	
Plant and equipment				
Plant, machinery and equipment	-	2,354	2,354	
Computers and telecommunications	-	650	650	
Library books	-	852	852	
Total plant and equipment	-	3,856	3,856	
Infrastructure				
Roads	557	3,419	3,975	
Footpaths and cycleways	521	3,199	3,720	
Drainage	419	2,571	2,990	
Parks, open space and streetscapes	3,398	13,594	16,992	
Other infrastructure	22	338	360	
Total infrastructure	4,623	21,944	28,037	
Total capital works expenditure 2024/25	6,974	39,614	46,588	

Asset Expenditure Type (\$,000)				Funding sources (\$,000)				
New	Renewal	Upgrade	Expansion	Deferral	Grants	Reserves	Council Cash	Borrowings
323	5,189	5,961	1,165	-	-	4,300	10,395	-
323	5,189	5,961	1,165	-	-	4,300	10,395	-
-	1,979	375	-	-	-	-	2,354	-
-	650	-	-	-	-	-	650	-
-	852	-	-	-	-	-	852	-
-	3,481	375	-	-	-	-	3,856	-
-	2,814	605	-	-	300	-	3,675	-
206	894	1,875	224	-	-	2,000	1,720	-
430	860	191	1,090	-	-	1,250	1,740	-
301	5,970	7,082	240	-	1,130	3,500	12,362	-
-	338	-	-	-	-	-	360	-
937	10,876	9,753	1,554	-	1,430	6,750	19,857	-
1,260	18,958	15,501	2,719	-	1,430	11,050	34,108	-

2021-31 capital program

Strategic Direction 1: Inclusive Port Phillip

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Children										
Bubup Nairm Perimeter Fence Replacement	-	35	156	-	-	-	-	-	-	-
Bubup Nairm Cladding Rectification Works	280	-	-	-	-	-	-	-	-	-
Childcare Centres Building Asset Renewals	250	200	200	200	200	200	200	200	200	200
Childcare Centre Fence Compliance	635	-	-	-	-	-	-	-	-	-
Children's Centres Improvement Program	325	400	1,725	4,100	1,250	-	-	-	-	-
Lady Forster Kinder Access Ramp	-	60	122	-	-	-	-	-	-	-
Families and young people										
Adventure Playgrounds Upgrade	119	150	1,275	2,170	-	-	-	-	-	-
Recreation										
Graham Street Overpass Skate Park and Carparking Upgrade - Stage 1a	687	-	-	-	-	-	-	-	-	-
Graham Street Overpass Skate Park and Carparking Upgrade - Stage 1b, 2 and 3	-	300	70	800	-	-	-	-	-	-
JL Murphy Community Pitch Synthetic Field	97	2,500	-	-	-	-	-	-	-	-
Lagoon Reserve Pavilion Replacement and Sports Field Redevelopment	220	3,000	2,900	-	-	-	-	-	-	-
North Port Oval upgrade (Council)	21	25	680	-	-	-	-	-	-	-
North Port Oval Works (Election)	125	3,285	-	-	-	-	-	-	-	-
RF Julier Reserve Pavilion and Park Improvement	250	2,750	-	-	-	-	-	-	-	-
Sport and Recreation Infrastructure	300	400	600	600	500	300	300	300	300	300
Sports Field Lighting Expansion	789	75	200	1,000	50	200	200	200	200	200
Sports Playing Field Renewal	1,300	24	900	50	800	50	800	50	800	50
Total	5,398	13,204	8,828	8,920	2,800	750	1,500	750	1,500	750

Strategic Direction 2: **Liveable Port Phillip**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Public Space										
Foreshore Assets Renewal and Upgrade Program	300	525	525	500	500	500	500	500	500	500
Gasworks Arts Park Reinstatement	138	700	3,535				-	-	-	-
Cobden Place Pocket Park	228	1,500	-	-	-	-	-	-	-	-
Kirrip Park Development	-	-	-	-	-	-	-	-	2,500	2,500
Maritime Infrastructure Renewal Program	520	350	450	650	650	650	650	650	650	650
New Dog Park MO Moran Reserve	250	-	-	-	-	-	-	-	-	-
Palais Theatre and Luna Park Precinct Revitalisation	425	3,440	-	-	-	-	-	-	-	-
Park Furniture Renewal	250	250	250	350	350	350	350	350	350	350
Parks and Playground Program	1,011	1,090	1,050	950	950	950	950	950	950	950
Point Ormond Playground	1,530	-	-	-	-	-	-	-	-	-
Public Space Accessibility Improvement Program	100	300	350	350	350	350	350	350	350	350
Public Space Lighting Expansion Program	220	25	150	150	150	150	150	150	150	150
Public Space Lighting Renewal and Upgrade Program	1,353	277	1,296	600	600	600	600	600	600	600
Public Space Security Improvements Program	237	970	300	500	500	800	800	800	800	800
Rotary Park play space development	640	-	-	-	-	-	-	-	-	-
Sol Green Reserve	-	25	150	1,500	-	-	-	-	-	-
St Kilda Foreshore Infrastructure Upgrade (Donovans to Marina Reserve)	40	220	3,300	-	-	-	-	-	-	-
St Kilda Pier Foreshore Upgrade	80	-	2,000	1,500	-	-	-	-	-	-
St Vincent's Gardens Upgrade	-	50	600	-	-	-	-	-	-	-
Transport and Parking										
Bike Infrastructure Program	2,030	1,937	3,000	2,000	2,000	2,500	500	500	500	500
Blackspot Safety Improvements	272	285	400	400	400	400	400	400	400	400
Footpath Renewal Program	500	715	880	760	760	760	760	760	760	760
Kerb and Gutter Renewal Program	907	788	1,195	1,040	920	920	920	920	920	920
Laneway Renewal and Upgrade Program	510	640	618	535	235	235	235	235	235	235
Local Area Traffic Management	81	398	398	130	-	-	-	-	-	-
Parking Technology Program	305	150	400	400	400	400	400	400	400	400
Pedestrian Infrastructure Delivery Program	544	465	830	830	700	700	700	700	700	700
Road Renewal Program	1,435	2,100	2,465	2,000	3,070	3,070	3,070	3,070	3,070	3,070
St Kilda Junction Safety Upgrade	240	-	-	-	-	-	-	-	-	-
Street Signage and Furniture Renewal Program	100	200	200	360	360	360	360	360	360	360
Total	14,246	17,400	24,342	15,505	12,895	13,695	11,695	11,695	14,195	14,195

Strategic Direction 3: **Sustainable Port Phillip**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Amenity										
Litter Bin Program	135	200	380	380	380	380	380	380	380	380
Plant and Equipment Renewal Program	100	350	350	350	350	350	350	350	350	350
Public Toilet Plan Implementation Program	2,425	510	450	450	450	450	450	450	450	450
Stormwater Management Program	1,250	1,150	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Sustainability										
EcoCentre Redevelopment	470	4,699	-	-	-	-	-	-	-	-
Energy Efficiency and Solar Program	475	475	250	250	250	250	250	250	250	250
Open Space Irrigation Renewal and Upgrade Program	350	350	350	350	350	350	350	350	350	350
Stormwater Harvesting Development	100	250	1,000	1,250	1,500	-	-	-	-	-
Water Sensitive Urban Design Program	981	740	740	740	600	600	600	600	600	600
Total	6,286	8,724	4,520	4,770	4,880	3,380	3,380	3,380	3,380	3,380

Strategic Direction 4: **Vibrant Port Phillip**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Arts, Culture and Heritage										
Art Acquisition, Preservation and Exhibition	-	-	30	-	30	-	30	-	30	-
Palais Theatre Backstage Concrete Spalling Rectification	894	-	-	-	-	-	-	-	-	-
Palais Theatre Tunnels Investigation	165	1,455	-	-	-	-	-	-	-	-
South Melbourne Town Hall Renewal and Upgrade	3,200	11,800	-	-	-	-	-	-	-	-
Libraries										
Library Collection Purchases	952	952	852	852	852	852	852	852	852	852
St Kilda Library Redevelopment	100	-	600	2,500	7,800	-	-	-	-	-
South Melbourne Market										
South Melbourne Market Cecil Street Essential Services Connections	285	-	-	-	-	-	-	-	-	-
South Melbourne Market Compliance Works	995	2,500	3,000	2,750	2,500	1,500	1,500	1,200	600	-
South Melbourne Market External Food Hall Upgrade	420	-	-	-	-	-	-	-	-	-
South Melbourne Market Public Safety Improvements	660	-	-	-	-	-	-	-	-	-
South Melbourne Market Renewal Works	200	200	200	200	200	200	200	200	200	200
South Melbourne Market Stall Changeover Refits	125	125	125	125	125	125	125	125	125	125
Total	7,996	17,032	4,807	6,427	11,507	2,677	2,707	2,377	1,807	1,177

Strategic Direction 5: **Well-Governed Port Phillip**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Asset Management										
Building Renewal and Upgrade Program	1,762	2,480	2,785	2,480	2,480	2,480	2,480	2,480	2,480	2,480
Building Safety and Accessibility Program	2,573	1,523	1,740	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Council Fleet Renewal Program	2,022	1,122	1,404	1,604	1,482	1,062	1,122	1,482	1,089	1,000
Workplace Plan Implementation	1,405	1,050	1,390	140	140	140	140	140	140	140
Furniture and Fittings Program	-	-	-	-	50	50	50	50	50	50
Technology										
Core IT Renewal and Upgrade	1,436	800	800	650	650	990	750	650	750	700
Total	9,198	6,975	8,119	6,374	6,302	6,222	6,042	6,302	6,009	5,870
Total Capital Projects	43,124	63,335	50,616	41,996	38,384	26,724	25,324	24,504	26,891	25,372
Budget indexation for inflation	-	-	-	776	829	886	950	1,023	1,097	1,174
Budget Capacity	-	-	-	3,816	7,658	21,082	24,408	27,331	27,030	30,666
Grand total	43,124	63,335	50,616	46,588	46,871	48,692	50,682	52,858	55,019	57,212

2021-25 operating projects

Strategic Direction 1: Inclusive Port Phillip

	2021/22	2022/23	2023/24	2024/25
Affordable housing and homelessness				
In Our Backyard Strategy Implementation	50	-	-	-
Rough Sleeping Assertive Outreach	110	110	-	-
Ageing and accessibility				
Older Person's Policy	60	-	-	-
Total	220	110	-	-

Strategic Direction 2: Liveable Port Phillip

	2021/22	2022/23	2023/24	2024/25
Public Space				
Albert Park Bowls Club - feasibility study	20	-	-	-
Elwood Foreshore Facilities Development	50	-	-	-
Foreshore Vegetation Upgrade Program	150	150	150	150
Site Contamination Management Program	403	50	50	50
St Kilda Marina Project	260	-	-	-
City Planning and Urban Design				
Housing Strategy	100	200	75	-
Fishermans Bend Program	270	300	300	300
Heritage Program Implementation	320	80	115	90
Planning Scheme Amendments	210	260	260	260
South Melbourne Structure Plan	375	65	-	-
St Kilda Precinct Strategic Plan	30	-	-	-
Transport and Parking				
Domain Precinct - Metro Tunnel Project	595	490	490	-
Integrated Transport Strategy Implementation Program	835	300	170	170
Montague Precinct Traffic Modelling	60	-	-	-
Park Street Temporary Bike Lane - Moray Street to Kings Way	150	-	-	-
Shimmy Routes	150	-	-	-
Local Laws and Animal Management				
Domestic Animal Management Plan	40	-	-	-
Total	4,018	1,895	1,610	1,020

Strategic Direction 3: **Sustainable Port Phillip**

	2021/22	2022/23	2023/24	2024/25
Waste Management				
Waste Strategy Implementation Program	180	-	-	-
Sustainability				
Energy Efficient Street Lighting Upgrade - Major Road Lighting	493	1,443	-	-
Greening Port Phillip Strategy Implementation Program	740	740	640	640
Community Electric Vehicle Charging Program	70	100	100	100
Elster Creek Catchment Partnership and Elsternwick Park Nature Reserve	60	60	950	-
Metro Tunnel 2 for 1 Tree Planting	260	-	-	-
Sustainable Environment Strategy	350	100	90	-
Total	2,153	2,443	1,780	740

Strategic Direction 4: **Vibrant Port Phillip**

	2021/22	2022/23	2023/24	2024/25
Arts and Culture				
Creative and Prosperous City Strategy	210	75	75	-
Economic Development and Tourism				
Activation of Public Space	452	-	-	-
Business Support	315	-	-	-
Renew Fitzroy Street	75	-	-	-
SMM Strategic Business Case NEXT	64	-	-	-
Carlisle Street Carparks Strategy Implementation	100	-	-	-
Creative and Prosperous City Strategy	225	75	75	-
Libraries				
Library Management System Implementation	85	-	-	-
Library Public Printing Upgrade	55	-	-	-
Library Action Plan Implementation	50	-	-	-
Total	1,631	150	150	-

Strategic Direction 5: **Well-Governed Port Phillip**

	2021/22	2022/23	2023/24	2024/25
Asset management				
Standard Drawings and Designs – Clever City and Fishermans Bend	150	-	-	-
Standard Drawings and Designs – Fleet and Plant, Maritime, Technology, Buildings	-	150	-	-
Customer experience				
Customer Experience Program – Phase 1	1,120	-	-	-
Clever Council Program	1,350	1,300	1,300	1,300
Governance risk and policy				
Implementation of the Local Government Act 2020	30	-	-	-
Council Plan 2021-31 development and community engagement	70	-	-	-
People, Culture and Capability				
Health and Safety Improvement Plan	110	-	-	-
Total	10,852	6,048	4,840	3,060
Capacity	-	-	360	2,140
Grand Total	10,852	6,048	5,200	5,200

Schedule of reserve movements

		1 July 2021	2021/22			2022/23		
	Notes	Forecast opening balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)
Cash backed reserves								
Statutory reserves								
Open Space Contributions (Resort and Recreation Levy)								
• Open space contributions excluding FBURA		34,699	7,383	(3,093)	38,989	6,000	(7,547)	37,442
• Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-	-	-	-
Total Open Space Contributions (Resort and Recreation Levy)		34,699	7,383	(3,093)	38,989	6,000	(7,547)	37,442
• Car Parking Reserve		1,791	-	-	1,791	-	-	1,791
• Trust Funds and Deposits	1	8,036	88	-	8,124	138	-	8,262
Total Statutory Reserves		44,526	7,471	(3,093)	48,904	6,138	(7,547)	47,495
Non-Statutory Reserves								
Contractural Reserves								
• Child Care Infrastructure		6,245	3,543	(575)	9,213	903	(635)	9,481
• Middle Park Beach Nourishment		239	7	-	246	4	-	250
• Tied grants		4,614	171	(1,186)	3,599	-	(1,300)	2,299
• ANAM Building Maintenance (South Melbourne Town Hall)		5	-	-	5	-	-	5
Project deferrals		14,706	-	(10,749)	3,957	-	(1,013)	2,944
Total contractual reserves		25,809	3,721	(12,510)	17,020	907	(2,948)	14,979
Strategic reserves								
Palais Theatre		3,129	634	(1,059)	2,704	916	(1,455)	2,165
Strategic Property Fund		7,559	2,648	-	10,207	400	-	10,607
In our Backyard (Affordable Housing)		3,017	-	-	3,017	-	-	3,017
Sustainable Transport		3,530	1,136	(1,790)	2,876	1,159	(1,870)	2,165
St Kilda Marina and Foreshore		-	-	-	-	-	-	-
Other		4,415	-	(138)	4,277	-	(700)	3,577
Total Strategic Reserves		21,650	4,418	(2,987)	23,081	2,475	(4,025)	21,531
General reserves								
Internal Borrowing – Loan repayment		-	5,750	(7,500)	(1,750)	200	-	(1,550)
Internal Borrowing – Fishermans Bend Investments		(8,868)	783	-	(8,085)	158	(1,078)	(9,005)
Internal Borrowing – Others		-	-	(443)	(443)	60	(722)	(1,105)
Asset Renewal Fund and Risk	2	12,022	3,686	(840)	14,868	2,000	(4,528)	12,340
Smart Technology Fund		(11,278)	1,400	-	(9,878)	1,400	-	(8,478)
Municipal Growth Reserve (including Fishermans Bend)	3	3,124	392	-	3,516	392	-	3,908
Rates Cap Challenge	4	6,000	-	-	6,000	-	-	6,000
Total General Reserves		1,000	12,011	(8,783)	4,228	4,210	(6,328)	2,110
Total Non-Statutory Reserves		48,459	20,150	(24,280)	44,329	7,592	(13,301)	38,620
Total Cash-backed Reserves		92,985	27,621	(27,373)	93,233	13,730	(20,848)	86,115

2023/24			2024/25			2025/26		
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)
6,000	(5,009)	38,433	6,000	(4,790)	39,643	6,000	(6,000)	39,643
-	-	-	-	-	-	2,882	-	2,882
6,000	(5,009)	38,433	6,000	(4,790)	39,643	8,882	(6,000)	42,525
-	-	1,791	-	-	1,791	-	-	1,791
182	-	8,444	186	-	8,630	181	-	8,811
6,182	(5,009)	48,668	6,186	(4,790)	50,064	9,063	(6,000)	53,127
923	(2,081)	8,323	3,193	(4,300)	7,216	963	(1,350)	6,829
2	-	252	4	-	256	6	-	262
-	-	2,299	-	-	2,299	-	-	2,299
-	-	5	60	-	65	60	(60)	65
-	(2,000)	944	-	(944)	-	-	-	-
925	(4,081)	11,823	3,257	(5,244)	9,836	1,029	(1,410)	9,455
936	-	3,101	957	-	4,058	978	-	5,036
400	-	11,007	400	-	11,407	400	-	11,807
-	-	3,017	-	-	3,017	-	-	3,017
1,182	(3,050)	297	1,206	(2,050)	(547)	1,230	(500)	183
-	-	-	-	-	-	101	-	101
-	(3,535)	42	-	-	42	-	-	42
2,518	(6,585)	17,464	2,563	(2,050)	17,977	2,709	(500)	20,186
200	-	(1,350)	200	-	(1,150)	200	-	(950)
1,698	(3,125)	(10,432)	3,908	-	(6,524)	2,566	-	(3,958)
165	-	(940)	165	-	(775)	165	-	(610)
816	-	13,156	-	(1,056)	12,100	-	(400)	11,700
1,400	-	(7,078)	1,400	-	(5,678)	1,400	-	(4,278)
421	-	4,329	443	-	4,772	465	-	5,237
-	-	6,000	-	-	6,000	-	-	6,000
4,700	(3,125)	3,685	6,116	(1,056)	8,745	4,796	(400)	13,141
8,143	(13,791)	32,972	11,936	(8,350)	36,558	8,534	(2,310)	42,782
14,325	(18,800)	81,640	18,122	(13,140)	86,622	17,597	(8,310)	95,909

Schedule of reserve movements

		2026/27			2027/28		
	Notes	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)
Cash backed reserves							
Statutory reserves							
Open Space Contributions (Resort and Recreation Levy)							
• Open space contributions excluding FBURA		6,000	(6,000)	39,643	6,000	(6,000)	39,643
• Fishermans Bend Urban Renewal Area (FBURA)		3,750	(800)	5,832	3,750	(800)	8,782
Total Open Space Contributions (Resort and Recreation Levy)		9,750	(6,800)	45,475	9,750	(6,800)	48,425
• Car Parking Reserve		-	-	1,791	-	-	1,791
• Trust Funds and Deposits	1	185	-	8,996	207	-	9,203
Total Statutory Reserves		9,935	(6,800)	56,262	9,957	(6,800)	59,419
Non-Statutory Reserves							
Contractural Reserves							
• Child Care Infrastructure		2,983	(1,350)	8,462	1,006	(1,350)	8,118
• Middle Park Beach Nourishment		6	-	268	6	-	274
• Tied grants		-	-	2,299	-	-	2,299
• ANAM Building Mainenance (South Melbourne Town Hall)		60	(60)	65	60	(60)	65
Project deferrals		-	-	-	-	-	-
Total contractual reserves		3,049	(1,410)	11,094	1,072	(1,410)	10,756
Strategic reserves							
Palais Theatre		999	-	6,035	1,022	(1,000)	6,057
Strategic Property Fund		400	-	12,207	400	-	12,607
In our Backyard (Affordable Housing)		-	-	3,017	-	-	3,017
Sustainable Transport		1,255	(500)	938	1,280	(500)	1,718
St Kilda Marina and Foreshore		631	(300)	432	646	(300)	778
Other		-	-	42	-	-	42
Total Strategic Reserves		3,285	(800)	22,671	3,348	(1,800)	24,218
General reserves							
Internal Borrowing - Loan repayment		200	-	(750)	200	-	(550)
Internal Borrowing - Fishermans Bend Investments		158	-	(3,800)	158	-	(3,642)
Internal Borrowing - Others		165	-	(445)	165	-	(280)
Asset Renewal Fund and Risk	2	-	-	11,700	-	-	11,700
Smart Technology Fund		1,400	-	(2,878)	1,400	-	(1,478)
Municipal Growth Reserve (including Fishermans Bend)	3	487	-	5,724	516	-	6,240
Rates Cap Challenge	4	-	-	6,000	-	-	6,000
Total General Reserves		2,410	-	15,551	2,439	-	17,990
Total Non-Statutory Reserves		8,744	(2,210)	49,316	6,859	(3,210)	52,964
Total Cash-backed Reserves		18,679	(9,010)	105,578	16,816	(10,010)	112,383

2028/29			2029/30			2030/31		
Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)	Replenish reserves (\$,000)	Reserves drawdown (\$,000)	Closing balance (\$,000)
6,000	(6,000)	39,643	6,000	(6,000)	39,643	6,000	(6,000)	39,643
2,010	(800)	9,992	2,010	(800)	11,202	2,010	(800)	12,412
8,010	(6,800)	49,635	8,010	(6,800)	50,845	8,010	(6,800)	52,055
-	-	1,791	-	-	1,791	-	-	1,791
230	-	9,433	217	-	9,650	212	-	9,862
8,240	(6,800)	60,859	8,227	(6,800)	62,286	8,222	(6,800)	63,708
1,031	(1,350)	7,799	1,055	(1,350)	7,504	1,078	(1,350)	7,232
7	-	281	7	-	288	7	-	295
-	-	2,299	-	-	2,299	-	-	2,299
60	(60)	65	60	(60)	65	60	(60)	65
-	-	-	-	-	-	-	-	-
1,098	(1,410)	10,444	1,122	(1,410)	10,156	1,145	(1,410)	9,891
1,048	-	7,105	1,073	-	8,178	1,097	-	9,275
400	-	13,007	400	-	13,407	400	-	13,807
-	-	3,017	-	-	3,017	-	-	3,017
1,306	(500)	2,524	1,332	(800)	3,056	1,359	(1,359)	3,056
662	(300)	1,139	677	(300)	1,516	692	(300)	1,908
-	-	42	-	-	42	-	-	42
3,416	(800)	26,834	3,482	(1,100)	29,216	3,548	(1,659)	31,104
200	-	(350)	200	-	(150)	150	-	-
158	-	(3,484)	158	-	(3,326)	158	-	(3,168)
165	-	(115)	115	-	-	-	-	-
-	-	11,700	-	-	11,700	-	-	11,700
1,400	-	(78)	661	-	583	-	-	583
552	-	6,792	583	-	7,375	615	-	7,990
-	-	6,000	-	-	6,000	-	-	6,000
2,475	-	20,465	1,717	-	22,182	923	-	23,105
6,989	(2,210)	57,743	6,321	(2,510)	61,554	5,616	(3,069)	64,100
15,229	(9,010)	118,602	14,548	(9,310)	123,840	13,838	(9,869)	127,808

Statement of human resources

Staff – Expenditure

	Budget (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Employee costs – operating	91,046	94,365	95,891	97,911	100,753	103,832	106,896	110,271	114,071	117,690	121,315
Employee costs – capital	1,321	2,250	2,988	3,063	3,240	3,318	3,398	3,486	3,684	3,780	3,875
Total	92,367	96,615	98,879	100,974	103,992	107,150	110,293	113,757	117,755	121,470	125,190
Staff expenditure											
City, Growth and Organisational Capability	16,930	17,280	17,642	18,080	18,521	18,999	19,531	20,118	20,765	21,392	22,018
Community Wellbeing and Inclusion	25,562	25,631	26,182	26,826	27,471	28,206	29,059	30,000	31,033	32,042	33,054
Customer Operations and Infrastructure	27,538	28,554	29,164	29,883	30,604	31,414	32,345	33,371	34,499	35,598	36,700
Development, Transport and City Amenity	16,607	16,787	17,140	17,564	17,992	18,457	18,977	19,549	20,180	20,792	21,403
Total	86,638	88,252	90,128	92,353	94,588	97,076	99,912	103,038	106,477	109,825	113,176
Casual labour	766	810	826	847	868	889	910	934	960	985	1,010
External contractors and other expenditure	3,642	5,303	4,937	4,712	5,297	5,867	6,074	6,298	6,633	6,880	7,130
Capital employee costs	1,321	2,250	2,988	3,063	3,240	3,318	3,398	3,486	3,684	3,780	3,875
Total	92,367	96,615	98,879	100,974	103,992	107,150	110,293	113,757	117,755	121,470	125,190

	Budget (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
City, Growth and Organisational Capability											
Permanent Full Time	14,219	14,515	14,822	15,189	15,557	15,964	16,423	16,929	17,486	18,028	18,570
• Female	9,825	10,022	10,239	10,491	10,742	11,032	11,372	11,747	12,159	12,562	12,967
• Male	4,394	4,493	4,583	4,698	4,816	4,932	5,050	5,182	5,327	5,466	5,603
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	2,711	2,765	2,820	2,891	2,964	3,035	3,108	3,189	3,279	3,364	3,448
• Female	2,232	2,277	2,323	2,381	2,441	2,499	2,559	2,626	2,700	2,770	2,840
• Male	478	488	498	510	523	536	549	563	579	594	609
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	16,930	17,280	17,642	18,080	18,521	18,999	19,531	20,118	20,765	21,392	22,018
Community Wellbeing and Inclusion											
Permanent Full Time	16,022	16,036	16,395	16,793	17,186	17,674	18,274	18,934	19,656	20,369	21,088
• Female	12,535	12,582	12,871	13,182	13,484	13,883	14,392	14,950	15,561	16,166	16,781
• Male	3,486	3,454	3,523	3,612	3,702	3,791	3,882	3,984	4,095	4,202	4,308
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	9,541	9,595	9,787	10,033	10,284	10,532	10,785	11,066	11,377	11,674	11,966
• Female	7,320	7,400	7,548	7,738	7,932	8,122	8,318	8,535	8,774	9,003	9,229
• Male	2,221	2,195	2,239	2,295	2,353	2,409	2,467	2,532	2,603	2,670	2,737
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	25,562	25,631	26,182	26,826	27,471	28,206	29,059	30,000	31,033	32,042	33,054
Customer Operations and Infrastructure											
Permanent Full Time	25,061	25,876	26,432	27,082	27,733	28,475	29,335	30,282	31,324	32,340	33,360
• Female	8,183	8,457	8,627	8,843	9,064	9,283	9,506	9,754	10,028	10,289	10,547
• Male	16,877	17,419	17,805	18,240	18,669	19,192	19,829	20,529	21,296	22,051	22,813
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	2,477	2,678	2,732	2,800	2,870	2,939	3,010	3,089	3,175	3,258	3,340
• Female	1,860	1,969	2,008	2,059	2,110	2,161	2,213	2,271	2,335	2,396	2,456
• Male	617	709	723	741	760	778	797	818	841	863	884
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	27,538	28,554	29,164	29,883	30,604	31,414	32,345	33,371	34,499	35,598	36,700

Statement of human resources

	Budget (\$,000)	Budget (\$,000)	Projections (\$,000)								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Development, Transport and City Amenity											
Permanent Full Time	14,503	14,691	15,002	15,373	15,746	16,157	16,621	17,132	17,695	18,242	18,789
• Female	5,788	5,802	5,918	6,067	6,219	6,368	6,522	6,692	6,880	7,059	7,236
• Male	8,715	8,889	9,083	9,306	9,527	9,788	10,099	10,440	10,815	11,183	11,554
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	2,104	2,096	2,138	2,192	2,247	2,301	2,356	2,417	2,485	2,550	2,614
• Female	813	829	846	867	889	910	932	956	983	1,009	1,034
• Male	1,291	1,267	1,292	1,325	1,358	1,391	1,424	1,461	1,502	1,541	1,580
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	16,607	16,787	17,140	17,564	17,992	18,457	18,977	19,549	20,180	20,792	21,403
Casual and other	4,408	6,113	5,764	5,559	6,165	6,756	6,984	7,233	7,594	7,866	8,140
Capital Employees	1,321	2,250	2,988	3,063	3,240	3,318	3,398	3,486	3,684	3,780	3,875
Total staff expenditure	92,367	96,615	98,879	100,974	103,992	107,150	110,293	113,757	117,755	121,470	125,190

Staff – Full Time Equivalent (FTE)

	Budget 2020/21	Budget 2021/22	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Staff numbers											
Employees	818	826	826	826	825	827	832	836	841	846	850
Total	818	826	826	826	825	827	832	836	841	846	850
City, Growth and Organisational Capability											
Permanent Full Time	108.5	107.5	107.7	107.6	107.5	107.8	108.5	109.1	109.8	110.5	111.3
• Female	75.2	74.2	74.4	74.3	74.2	74.5	75.2	75.8	76.5	77.2	78.0
• Male	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4
• Female	19.3	19.3	19.3	19.3	19.3	19.3	19.3	19.3	19.3	19.3	19.3
• Male	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	131.9	130.9	131.1	131.0	130.9	131.2	131.9	132.5	133.2	133.9	134.7
Community Wellbeing and Inclusion											
Permanent Full Time	151.4	152.4	152.8	152.7	152.4	153.1	154.6	156.2	157.9	159.5	161.2
• Female	118.6	119.6	120.0	119.9	119.6	120.3	121.8	123.4	125.1	126.7	128.4
• Male	32.8	32.8	32.8	32.8	32.8	32.8	32.8	32.8	32.8	32.8	32.8
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	103.8	104.4	103.8	103.8	103.8	103.8	103.8	103.8	103.8	103.8	103.8
• Female	80.0	80.6	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0
• Male	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	255.2	256.8	256.6	256.5	256.2	256.9	258.4	260.0	261.7	263.3	265.0
Customer Operations and Infrastructure											
Permanent Full Time	229.7	231.1	231.5	231.4	231.1	231.8	233.3	234.9	236.6	238.2	239.9
• Female	74.8	76.2	76.2	76.2	76.2	76.2	76.2	76.2	76.2	76.2	76.2
• Male	154.9	154.9	155.3	155.2	154.9	155.6	157.1	158.7	160.4	162.0	163.7
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	25.3	25.8	25.8	25.8	25.8	25.8	25.8	25.8	25.8	25.8	25.8
• Female	18.6	19.1	19.1	19.1	19.1	19.1	19.1	19.1	19.1	19.1	19.1
• Male	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	255.0	256.9	257.3	257.2	256.9	257.6	259.1	260.7	262.4	264.0	265.7

Statement of human resources

	Budget	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Development, Transport and City Amenity											
Permanent Full Time	133.8	133.8	134.0	133.9	133.8	134.1	134.8	135.4	136.1	136.8	137.6
• Female	52.8	52.8	52.8	52.8	52.8	52.8	52.8	52.8	52.8	52.8	52.8
• Male	81.0	81.0	81.2	81.1	81.0	81.3	82.0	82.6	83.3	84.0	84.8
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	22.1	22.1	22.1	22.1	22.1	22.1	22.1	22.1	22.1	22.1	22.1
• Female	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7
• Male	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	155.9	155.9	156.1	156.0	155.9	156.2	156.9	157.5	158.2	158.9	159.7
Casual and other	6.0	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4
Capital Employees	14.0	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1
Total staff expenditure	818.0	825.9	826.4	826.1	825.3	827.3	831.7	836.3	840.9	845.6	850.5

Operating grants

Operating grant funding types and source	Budget 2020/21 \$,000	Forecast 2020/21 \$,000	Budget 2021/22 \$,000	Variance \$,000
Recurrent – Australian Government				
Victoria Grants Commission	1,427	1,427	2,854	1,427
Recreation	30	30	30	0
Community Health	672	700	627	(72)
General Home Care	2,369	2,369	2,428	59
Immunisation	17	17	13	(4)
Recurrent – Victorian Government				
Community Health	91	211	103	(108)
Family and Children	773	944	790	(154)
General Home Care	602	602	628	26
Immunisation	61	61	56	(5)
Libraries	720	720	728	8
Maternal and Child Health	824	956	980	24
Other	490	490	492	2
Recreation	50	50	50	0
School Crossing Supervisors	148	148	157	9
Street and Beach Cleaning	319	319	230	(89)
Total recurrent grants	8,593	9,045	10,167	1,122
Non-recurrent – Commonwealth Government				
Family and Children	37	70	24	(46)
General Home Care	449	784	536	(248)
Other	278	0	0	0
Non-recurrent – State Government				
Arts	20	0	0	0
Community Health	9	2,001	79	(1,922)
Family and Children	0	223	0	(223)
Sustainability	0	1,130	103	(1,027)
Total non-recurrent grants	793	4,208	742	(3,466)
Total operating grants	9,386	13,252	10,908	(2,344)

Capital grants

Operating Grant Funding Types and Source	Budget 2020/21 \$,000	Forecast 2020/21 \$,000	Budget 2021/22 \$,000	Variance \$,000
Recurrent – Australian Government				
Roads	300	300	300	0
Recurrent – Victorian Government				
	0	0	0	0
Total recurrent grants	300	300	300	0
Non-recurrent – Commonwealth Government				
Parks, Open Space and Streetscape	750	865	2,049	1,184
Roads	184	0	252	252
Buildings	0	0	420	420
Drainage	0	0	240	240
Footpaths and Cycleways	54	54	581	527
Other Infrastructure	40	0	0	0
Non-recurrent – State Government				
Buildings	867	403	0	(403)
Drainage	0	0	0	0
Footpaths and Cycleways	145	125	575	450
Parks, Open Space and Streetscape	990	860	708	(152)
Roads	40	0	0	0
Total non-recurrent grants	3,070	2,307	4,825	2,518
Total capital grants	3,370	2,607	5,125	2,518

Statement of borrowings

Loans	Forecast 2019/20 \$,000	Budget 2020/21 \$,000
Total amount to be borrowed as at 30 June of the prior year	7,500	7,500
Total amount to be borrowed	0	0
Total amount projected to be redeemed	0	(7,500)
Total amount proposed to be borrowed as at 30 June	7,500	0

The statement of borrowings excludes financial leases which are classified as Lease Liabilities in the Balance Sheet in accordance with accounting standards.

Council property leases

Council gives notice of its intention to lease the following properties on the terms listed below pursuant to Section 115 of the Act to be disclosed in the Budget 2021/22.

Property address	Permitted use	Commencing rent (excluding GST)	Lease term
83 Swallow Street, Port Melbourne	Tennis Club	\$104	Not more than five years
38-40 Beaconsfield Parade, Port Melbourne	Lifesaving club	\$104	Not more than five years

Rates and charges

This section presents information which the Act and regulations require to be disclosed in the Council's annual budget. The Valuer-General Victoria has certified our 2021 property valuation data.

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

Rating context

In developing the Strategic Resource Plan, rates and charges are identified as the main source of revenue, accounting for more than 56 per cent of the total revenue received by Council annually.

Planning for future rate increases has historically been an important component of 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 2021/22 the FGRS cap has been set at 1.5 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of a Council's average rates and charges.

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

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

The community's expectation for better value in Council service delivery has been reflected in Council's decision making. Council has recently launched a number of initiatives to ensure that its services are delivered in the most efficient and effective manner possible. These initiatives include a successful drive for efficiency savings,

resulting in permanent operational savings of \$2.3 million in 2021/22 in addition to the \$12.6 million in the previous Council Plan. 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 1.5 per cent in line with the rate cap. This will raise \$135.22 million in total rates and charges for 2021/22, including supplementary rates of \$0.55 million.

Current year rates and charges

At the 2 December 2020 meeting, Council agreed not to apply to the Essential Services Commission for a variation to the rates cap in 2021/22 in line with Council's Financial Strategy.

Council noted the approach to meeting the significant challenge of rate capping, more specifically identifying:

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

These measures have enabled Council to maintain service levels and a strong capital expenditure program and limit the rate increase to 1.5 per cent in 2021/22, in line with the rates cap set by the Victorian Government.

Forecast rates and charges

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 2021.

	Forecast 2021/22	Budget 2021/22	2022/23	2023/24	2024/25
General Rate increase %	2.0 %	1.5 %	1.7 %	2.2 %	2.2 %
Total Rates raised (\$,000)	133,385	135,224	139,823	143,226	146,688

Rating structure

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

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

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

The Port Phillip rating 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 because it offers protection to residential ratepayers through an in-built differential.

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

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

Differential rates

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

Section 161 (1) of the **Local Government Act 1989** only allows for differential rates to be applied by councils that use the Capital Improved Value (CIV) system for valuing land.

While councils using other rating systems may raise limited differential rates under Section 161A of the **Local Government Act 1989**, this may only be applied for the following land categories: farm land, urban farm land and residential properties. This does not apply to Port Phillip, which is an inner metropolitan council.

Rates in 2021/22

Summary of the rates to be determined for the 2021/22 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	2020/21	2021/22	Change
General rates	Cents/\$ NAV	3.7282	3.8181	2.4 %
Municipal charge	\$/ property	Nil	Nil	Nil
Annual garbage charge - non-rateable properties	\$/ property	\$338	\$362	7.1 %
240 Litre bin - annual service charge	\$/ property	\$188	\$201	6.9 %

Declaration of rates and charges 2021/22

The uniform rate in the dollar to be levied as general rates under Section 94 of the **Local Government Act 2020** for all type or class of land compared with the previous financial year.

Type or class of land	2020/21 cents/\$NAV	2021/22 cents/\$NAV	Change
General rate for rateable properties	3.7282	3.8181	2.4 %

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	2020/21	2021/22	Change	Change
Residential	106,244,342	110,992,123	4,747,781	4.5 %
Commercial	20,329,289	19,633,231	(696,058)	(3.4 %)
Industrial	4,959,613	4,754,873	(204,740)	(4.1 %)
Total amount to be raised by general rates	131,533,244	135,380,227	3,846,983	2.9 %

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	2020/21	2021/22	Change	Change
Residential	65,379	66,632	1,253	1.9 %
Commercial	6,816	6,863	47	0.7 %
Industrial	973	964	(9)	(0.9 %)
Total number of assessments	73,168	74,459	1,291	1.8 %

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	2020/21	2021/22	Change	Change
Residential	2,849,749,000	2,906,998,850	57,249,850	2.0 %
Commercial	545,284,300	514,214,700	(31,069,600)	(5.7 %)
Industrial	133,029,700	124,535,050	(8,494,650)	(6.4 %)
Total value of land	3,528,063,000	3,545,748,600	17,685,600	0.5 %

The municipal charge under Section 94 of the **Local Government Act 2020** compared with the previous financial year.

Type of charge	Per Rateable Property 2020/21	Per Rateable Property 2021/22	Change	Change
Municipal	\$0	\$0	\$0	0.00 %

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

Type of charge	2020/21	2021/22	Change	Change
Municipal	\$0	\$0	\$0	0.00 %

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

Type of charge	Per Rateable Property 2020/21	Per Rateable Property 2021/22	Change	Change
Annual Garbage Charge for non-rateable tenements	338.00	362.00	24.00	7.1 %
240 Litre Bin - Annual Service Charge	188.00	201.00	13.00	6.9 %
80 Litre Waste Bin - Annual Rebate	[60.00]	[60.00]	0.00	0.0 %

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

Type of charge	2020/21	2021/22	Change	Change
Annual Garbage Charge for non-rateable tenements	30,420	32,580	2,160	7.1 %
240 Litre Bin - Annual Service Charge	397,056	462,702	65,646	16.5 %
Total service charges excluding rebates	427,476	495,282	67,806	15.9 %
80 Litre Waste Bin - Annual Rebate	[153,960]	[155,160]	[1,200]	0.8 %
Total service charges	273,516	340,122	66,606	24.4 %

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

Type of charge	2020/21	2021/22	Change	Change
General rates	131,533,244	135,380,227	3,846,983	2.9 %
Municipal charge	0	0	0	0.0 %
Supplementary rates and charges	1,599,000	550,338	(1,048,662)	(65.6 %)
Rate rebates and adjustments (including penalty interest)	(166,455)	(1,216,738)	(1,050,283)	631.0 %
Cultural and Recreational Charges	146,094	169,653	23,559	16.1 %
Service charges (waste collection)	273,516	340,122	66,606	24.4 %
Rates and charges	133,385,399	135,223,602	1,838,203	1.4 %

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 (2021/22: budgeted \$0.55 million and 2020/21: estimated \$1.6 million)
- the variation of returned levels of value (e.g. valuation appeals)
- changes of use of land such that rateable land becomes non-rateable land and vice versa
- changes of use of land such that residential land becomes business land and vice versa.

Fair Go Rates System Compliance

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

Fair Go Rates System Compliance parameters	2020/21	2021/22
Total Raised income based on 30 June Valuation	\$128,955,569	\$133,398,386
Number of assessments	73,168	74,459
Base Average Rates	\$1,762.46	\$1,791.56
Maximum Rate Increase (set by the State Government)	2.00 %	1.50 %
Capped Average Rate	\$1,797.71	\$1,818.43
Maximum General Rates and Municipal Charges Revenue	\$131,534,845	\$135,398,479
Budgeted General Rates and Municipal Charges Revenue	\$131,533,245	\$135,380,227

General revaluation of properties

During the 2020/21 year, a revaluation of all properties within the municipality was carried out and will apply from 1 January 2021 for the 2021/22 year. This is an annual valuation cycle. Overall, the NAV has decreased by 0.9 per cent, the CIV has decreased by 0.71 per cent and the Site Value has decreased by 0.87 per cent for all property types compared to the previous revaluation on 1 January 2020.

The following table summarises the valuation changes between the 2020 and 2021 general revaluations by property type.

Property Type	NAV % Change	Number of Assessments
Residential	0.02 %	66,632
Commercial	[5.50 %]	6,863
Industrial	[3.30 %]	964
Total Assessments excluding Cultural and Recreational Lands	N/A	74,459
Average NAV decrease	[0.90 %]	

The overall average NAV decreased by 0.90 per cent.

The average residential NAV change is a minor increase of 0.02 percent. This compares favourably to non-residential properties, which have seen on average a 5.24 per cent fall. This means a redistribution of rates from non-residential properties to residential properties. On average, most residential properties will face increases above the rates cap.

In contrast, most non-residential properties will see a rates reduction in 2021/22.

Fees and charges

Ensuring we recover costs through fair and appropriate user charges.

In most cases, our fees and charges for 2021/22 are proposed to increase by 1.75 per cent. This approach is consistent with our Financial Strategy and community feedback, which supported increasing user charges for some services. There will be variances where minor rounding equates to larger or smaller percentages.

Fees and charges

Exceptions

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

- Long Day Care fees, which did not increase in 2020/21, have increased by 2.6 per cent to ensure compliance with National Competition Policy principles to recover costs. The standard rate will be \$137 per place per day
- Food Act fees increase for Aged / Residential care facilities move towards a cost recovery model
- Dog and Cat Registration fees to pass on the additional levy imposed by the Victorian Government
- Waste Management (non-resident) fees increased by 46 per cent due to increased landfill levy tipping fee per tonne imposed by the Victorian Government
- Waste Management (residential) fees increased by 20 per cent due to increase landfill levy tipping fee per tonne imposed by the Victorian Government.

Some fees were kept to 2020/21 levels and or reduced to incentivise greater community usage. These include:

- Council town hall standard hire fees to remain at 2020/21 levels to promote utilisation and encourage hirers back to pre-COVID-19 levels
- No increase to most Adventure Playground party hire fees
- No increase to centre-based meals provision
- No increase to most library charges
- No increase to St Kilda Esplanade Market fees
- No increase to South Melbourne Market parking fees due to long term impacts of lockdowns and closures. Parking increases to be reconsidered in 2021/22 with possible increase to fees mid-year
- A full fee waiver on community centre hire will be considered for not-for-profit groups run by their own committees who primarily meet to provide social connections and can demonstrate that over 65 per cent of their members are aged over 65 and reside within the City of Port Phillip.

There are some new fees in 2021/22 to help manage demand and prevent cross-subsidisation of services by ratepayers:

- Busking fees have been reintroduced in 2021/22 after being suspended in 2020/21
- Work zone permit extensions, per month: an extension to the permit allowing parking in front of construction site for workers' private vehicles
- Pre-application meeting fee: introduction of a new fee for the provision of a pre-application meeting for any application other than the development (including alterations and additions) of a single dwelling on one lot
- Two new fees introduced to allow Council to trial a new permit type to allow community members to install electric vehicle chargers on Council land connected to their properties' electricity supply. The trial would allow Council to issue up to five properties in the first year. Trial parameters will be developed to assess success of the trial after 12 months:
 - Trial Electric Vehicle Charging Station application fee - \$124
 - Trial Electric Vehicle Charging Station permit fee - \$100.

Statutory fees have been changed to reflect updated Victorian Government legislation and regulation.

Complete schedule of proposed fees and charges for 2021/22

Inclusive Port Phillip

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Ageing and accessibility		
Planned activity groups		
Planned Activity group - Package (program)	\$93.60	\$95.60
Planned Activity group - quarter day activities for older people and people with disabilities	\$6.20	\$6.20
Planned Activity group - half day activities for older people and people with disabilities - this includes water leisure activities for people with disabilities	\$10.40	\$10.60
Planned Activity group - full day activities for older people and people with disabilities	\$16.20	\$16.60
Shopping Group (four hour program)	\$6.20	\$6.20
Cooking Group (threehour program)	\$6.20	\$6.20
Personal, respite and home care (per hour)		
Property Maintenance - Base Fee	\$12.80	\$13.00
Property Maintenance - Maximum Fee	\$53.60	\$54.60
Property Maintenance - Medium Fee	\$20.20	\$20.60
Respite Care - Base Fee	\$5.00	\$5.20
Respite Care - Maximum Fee	\$39.60	\$40.20
Respite Care - Medium Fee	\$8.20	\$8.40
Respite Care - Package	\$56.00	\$57.20
Home Care - Base Fee	\$8.60	\$8.60
Home Care - Medium Fee	\$20.40	\$20.60
Home Care - Maximum Fee	N/A	\$48.00
Home Care - Package	\$56.00	\$57.20
Personal Care - Base Fee	\$6.80	\$6.80
Personal Care - Maximum Fee	\$43.20	\$44.00
Personal Care - Medium Fee	\$16.00	\$16.20
Personal Care - Package	N/A	\$57.20
Food Services		
Food Services meal - High	\$21.40	\$21.80
Food Services meal - Medium	\$9.60	\$9.80
Food Services meal - Base	\$9.60	\$9.80
Packaged Meals	\$11.20	\$11.40
Packaged Meals - meal only (itemised fees)	\$7.80	\$7.80
Centre-based meal - 2 courses	\$5.80	\$5.80
Centre-based meal - 3 courses	\$7.40	\$7.40

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Children		
Long day care		
Infrastructure Levy per place per day (Community managed centres)	\$4.95	\$5.03
Maintenance Levy per place per day (Community managed centres)	\$5.30	\$5.39
Long Day Care daily fee	\$133.50	\$137.00
Long Day Care daily fee - Barring Djinang non-resident	\$143.80	\$143.80
Direct Debit/Credit decline fee	\$10.20	\$10.40
Community programs and facilities		
A full fee waiver on Community Centre hire will be considered for not-for-profit groups run by their own committee who primarily meet to provide social connections and can demonstrate that over 65% of their members are aged over 65 and reside within the City of Port Phillip.		
Community connect - community facilities		
Community groups Type 1 Based within CoPP (hour)	\$12.50	\$13.00
Community groups Type 2 operate from outside CoPP (hour)	\$19.00	\$19.50
Private Hire (hour)	\$63.50	\$64.00
Semi Commercial Hirers (hour)	\$45.00	\$46.00
Security Bond - Specific	\$500.00	\$500.00
Security Bond - Standard	\$100.00	\$100.00
Community programs		
Attendance at Parent Information Sessions	\$5.00	\$5.00
Community Group hire of basketball court, per hour - South Melbourne Primary School	\$19.00	\$19.50
Port Phillip Community Group hire of basketball court, per hour - South Melbourne Primary School	\$12.50	\$13.00
Semi-Commercial Hire of basketball court per hour - South Melbourne Primary School	\$45.00	\$46.00
Community transport bus hire		
Cleaning charge on hire buses	\$57.30	\$57.30
Cora Graves hall hire		
Cora Graves hire - Community groups Type 1 - Based within CoPP (per hour)	\$12.50	\$13.00
Cora Graves hire - Community groups Type 2 - operate from outside CoPP (per hour)	\$19.00	\$19.50
Cora Graves - Private Hire (per hour)	\$63.50	\$64.00
Cora Graves - Semi-Commercial Hirers (per hour)	\$45.00	\$46.00
Security Bond - Specific	\$500.00	\$500.00
Security Bond - Standard	\$100.00	\$100.00

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Families and young people		
Hire fees for St Kilda Adventure Playground		
Party Hire: Non-resident	\$205.00	\$210.00
Party Hire: Non-resident Concession	\$110.00	\$110.00
Party Hire: Program member	\$25.00	\$25.00
Party Hire: Resident	\$125.00	\$125.00
Party Hire: Resident Concession	\$50.00	\$50.00
Recreation		
Commercial Recreation Activities – New Licences and Permits (Statutory Fees)		
All activities: Participant Fee Adult	\$2.40	\$2.40
All activities: Participant Fee Child	\$1.60	\$1.60
Beach and water activities: Annual Licence Fee	\$315.00	\$320.00
Beach based activities: Annual Licence Fee	\$315.00	\$320.00
Kite boarding: Annual Licence Fee	\$2,095.00	\$2,125.00
Launch of craft only: Annual Licence Fee	\$595.00	\$605.00
Personal Training (1 to 15 participants): Annual Licence Fee	\$307.80	\$312.00
Skydiving: Annual Licence Fee	\$180,000.00	\$181,600.00
Public Liability Insurance	\$31.00	\$32.00
Sports Ground and Facilities Bookings		
Casual use – Refundable Security Bond	\$500.00	\$508.00
North Port Oval casual hire	\$525.00	\$534.00
Pavilion Hire casual – JL Murphy, Peanut Farm and Elwood Pavilion (corporate groups)	\$380.00	\$387.00
Pavilion hire casual (community and school groups)	\$102.00	\$104.00
Pavilion hire casual (corporate groups)	\$190.00	\$193.00
Sports club use – Refundable Security Bond	\$500.00	\$508.00
Sports ground casual booking (all schools per term) booking (all schools per term)	\$65.00	\$66.00
Sports ground casual booking (community per day)	\$140.00	\$142.00
Sports ground casual booking (corporate per day)	\$205.00	\$209.00

Liveable Port Phillip

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
City Planning and urban design		
Strategic Planning Amendments day		
Stage 1		
a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment	\$3,050.90	\$3,096.20
Stage 2 - 11 to (and including) 20 submissions which seek a change to an amendment:		
e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with Section 158 of the Act; and g) making a submission to the panel in accordance with Section 24(b) of the Act; and h) considering the report of the panel in accordance with Section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with Section 28 of the Act (if applicable)	\$30,212.40	\$30,661.20
Stage 2 - Submissions that exceed 20 submissions which seek a change to an amendment:		
e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with Section 158 of the Act; and g) making a submission to the panel in accordance with Section 24(b) of the Act; and h) considering the report of the panel in accordance with Section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with Section 28 of the Act (if applicable)	\$40,386.90	\$40,986.80
Stage 2 - Up to and including 10 submissions which seek a change to an amendment		
e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with Section 158 of the Act; and g) making a submission to the panel in accordance with Section 24(b) of the Act; and h) considering the report of the panel in accordance with Section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with Section 28 of the Act (if applicable)	\$15,121.00	\$15,345.60
Stage 3		
a) adopting the amendment or part of the amendment in accordance with Section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with Section 31 of the Act; and c) giving the notice of the approval of the amendment required by Section 36(2) of the Act.	\$481.30	\$488.50

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Development approvals and compliance		
City Permits – community amenity		
Works zone – application fee	\$109.40	\$115.50
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)	\$1,385.00	\$1,410.00
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)	\$2,771.00	\$2,820.00
Works zone permit for nine months: Parking in front of construction site for workers' private vehicles for nine months. Up to four bays or the width of the site (whichever is the lesser)	\$4,156.50	\$4,230.00
Works zone permit for twelve months: Parking in front of construction site for workers' private vehicles for 12 months. Up to four bays or the width of the site (whichever is the lesser)	\$5,442.00	\$5,640.00
Works zone permit extensions, per month: An extension to the permit allowing parking in front of construction site for workers' private vehicles	-	\$470.00
Works zone permit (additional parking bays, in excess of four). Additional parking bays for workers' private vehicles in front of a construction site	\$276.00	\$281.00
Works zone signage replacement if damaged, lost or stolen	\$414.10	\$421.35
Advertising signs (Real Estate Agents) application fee. Application fee to place sign on footpath during open for inspection and auctions	\$109.40	\$111.50
Advertising signs (Real Estate Agents) permit fee. Annual permit fee to place sign on footpath during open for inspection and auctions	\$715.75	\$728.50
City Permits – itinerant trading		
Charity Bins application fee for permit to place a charity clothing bin on Council land	\$158.50	\$161.50
Charity Bins permit fee to place a charity clothing bin on Council land	\$102.25	\$104.00
Charity Bins Permit Renewal Fee	\$109.40	\$111.50
Commercial Waste Bins – 120 litre bin	\$70.55	\$72.00
Commercial Waste Bins – 240 litre bin	\$101.75	\$103.50
Commercial Waste Bins – up to 1200 litres	\$406.45	\$414.00
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)	\$109.40	\$111.50
Commercial Waste Bins permit fee to store waste bins for commercial premises on Council land e.g. for cafes (not skip bins)	\$109.40	\$111.50
Non-motorised trading permit fee (including pedicabs and horse-drawn carts)	\$2,546.00	\$2,590.00
Out of Hours Permit – application fee for development work undertaken outside approved hours under the Local Law: 7am–6pm Monday to Friday, 9am–3pm Saturday. No works on Sunday or public holidays.	\$109.40	\$111.50

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Out of Hours Permit – permit fee per day for development work undertaken outside approved hours under the Local Law: 7am–6pm Monday to Friday, 9am–3pm Saturday. No works on Sunday or public holidays.	\$399.00	\$406.00
Road Opening Permit – application fee to excavate Council land for the purposes of water, electricity, telecommunications etc. Under legislation, service authorities are not required to obtain permits.	\$109.40	\$111.50
Road Opening Permit – permit fee to excavate Council land for the purposes of water, electricity, telecommunications etc. Under legislation, service authorities are not required to obtain permits.	\$120.70	\$123.00
Vehicle Crossing Permanent – application fee for permit to construct or repair a private driveway to Council specifications	\$255.65	\$260.00
Vehicle Crossing Permanent – permit fee to construct or repair a private driveway to Council specifications (paid once assessment of application determines that a permit is okay to be issued)	\$179.00	\$182.00
Vehicle Crossing Temporary – application fee for permit to construct or repair a private driveway to Council specifications	\$158.50	\$161.50
Vehicle Crossing Temporary – permit fee to construct or repair a private driveway to Council specifications (paid once assessment of application determines that a permit is okay to be issued)	\$179.00	\$182.00
Minimum bond for vehicle crossings and road opening permits	\$1,500.00	\$1,600.00
Street Occupation fee without gantry per square metre per day	\$2.55	\$2.55
Street Occupation permit fee without per square metre per week	\$17.85	\$17.85
Street Occupation permit fee with gantry per square metre per day	\$1.55	\$1.55
Street Occupation permit fee with gantry per square metre per week	\$10.85	\$10.85
Street Occupation Permits – application fee to apply for a permit to occupy Council land for works or storage of associated building materials	\$109.40	\$111.50
Street Occupation Permits – permit fee to occupy Council land for works or storage of associated building materials	\$131.90	\$134.00
Trial Electric Vehicle Charging Station application fee	-	\$124.00
Trial Electric Vehicle Charging Station permit fee	-	\$100.00
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	\$109.40	\$111.50
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	\$137.55	\$140.00
Road Closure Permit – fee per day for other closures	\$229.40	\$233.50
Road Closure Permit – if metered / restricted parking – per bay / per day	\$20.45	\$20.00
Skip Bin Permit – application fee to apply for a permit to store a refuse/skip bin on Council land.	\$28.65	\$29.15
Skip Bin Permit – per day for permit to store a refuse/skip bin on Council land	\$19.95	\$20.30
Asset protection application and inspection fee for re-blocking or underpinning	\$240.30	\$244.50
Asset protection application and inspection fee for demolition only (does not include any building works)	\$240.30	\$244.50

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Asset protection application and inspection fee for building works valued between \$5,000 and \$20,000	\$336.40	\$342.50
Asset protection application and inspection fee for buildings works over \$20,000	\$336.40	\$342.50
Asset protection application and inspection fee for single dwelling construction	\$842.55	\$857.50
Asset protection application and inspection fee for unit development - up to four units	\$1,011.25	\$1,029.00
Asset protection application and inspection fee for unit development - more than four units up to eight units	\$2,237.25	\$2,276.50
Asset protection application and inspection fee for multi-storey development more than two and up to five storeys	\$2,237.25	\$2,276.50
Asset protection application and inspection fee for multi-storey development more than five storeys	\$3,370.20	\$3,429.00
Significant trees		
Significant tree - Application fee to remove	\$180.00	\$183.00
Significant tree - Application fee to prune	\$70.55	\$72.00
Significant tree - Permit fee	\$70.55	\$72.00
Work within the Road Reserve Consent		
Municipal road or non-arterial State road where maximum speed limit at any time is not more than 50 kph		
Code 0	\$339.50	\$353.20
Code 1	\$85.30	\$90.18
Municipal road or non-arterial State road where maximum speed limit at any time is more than 50 kph		
Code 2	\$622.80	\$647.79
Code 3	\$339.60	\$353.20
Municipal Road or Non-Arterial State Road (Minor Works)		
Not conducted on any part of the roadway, shoulder or pathway	-	\$90.18
Conducted on any part of the roadway, shoulder or pathway	-	\$139.77
Arterial Road (Minor Works)		
Not conducted on any part of the roadway, shoulder or pathway	-	\$142.78
Conducted on any part of the roadway, shoulder or pathway	-	\$240.48
Arterial Road (Works)		
Not Conducted on any part of the roadway, shoulder or pathway	-	\$142.78
Conducted on any part of the roadway, shoulder or pathway	-	\$649.29
Building control fees		
Advertising - Report and Consent	\$67.50	\$69.00
Application fee to retain works constructed without a building permit- minimum fee depending on complexity but generally in line with standard building permit fees as a guide	\$629.00	\$640.00
Building Audit/inspection fee	\$184.05	\$187.00

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Legal Point of Discharge - for stormwater and provide information for the Building Surveyor	\$144.70	\$146.85
Property enquiry - R51(3) (prev. 326/3) - to obtain inspecting approval dates ordinarily sought by an owner or mortgagee	\$47.20	\$47.95
Property enquiry R51(1) (prev. Form 2.10, 326/1) - to obtain property information relating to building permits and notices & orders outstanding ordinarily sought by solicitors	\$47.20	\$47.95
Property enquiry R51(1) (prev. Form 2.10, 326/1) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	\$87.20	\$87.95
Flood level certificate R51(2) (prev. 326/2) - to obtain property information relating to flooding	\$47.20	\$47.95
Flood level certificate R51(2) (prev. 326/2) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	\$87.20	\$87.95
Lodgement fee from Private Building Surveyors - commercial - associated with lodgement of building permit for commercial properties ordinarily lodged by the private building surveyor	\$121.90	\$123.70
Building control fees - lodgement fee from Private Building Surveyors - residential - associated with lodgement of building permit for commercial properties ordinarily lodged by the private building surveyor	\$121.90	\$123.70
Govt building levy (calculated as percent of value of work). Fee associated with building permits and paid to the Victorian Building Authority as a levy	0.128 % and 0.034 %	0.128 % and 0.034 %
Report and Consent Fee - Rescode - associated with siting non-compliance in relation to building permits	\$290.40	\$294.70
Report and Consent Fee - Hoarding - associated with precautions over the street alignment in relation to permits (hoarding, scaffold etc.)	\$294.70	\$299.10
Report ONLY - Rescode and Hoarding - associated with precautions over the street alignment in relation to permits (hoarding, scaffold etc.)	\$552.15	\$562.00
POPE - Place of public entertainment - Small (up to 2000 people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$818.00	\$832.00
POPE - Place of public entertainment - Medium (2001- 5000 people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$1,503.10	\$1,529.00
POPE - Place of public entertainment - Large (5001 plus people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$2,259.80	\$2,299.00
Siting Approval - 1 Structure - Applications lodged within 10 days of an event will incur a 50% surcharge	\$377.30	\$384.00
Siting Approval - Between 2 and 5 Structures - Applications lodged within 10 days of an event will incur a 50% surcharge	\$591.00	\$601.00
Siting Approval - Greater than 5 Structures - Applications lodged within 10 days of an event will incur a 50% surcharge	\$1,078.80	\$1,098.00
Fire Safety Determination - Small Building - associated with inspection of smaller buildings to provide assessment of fire safety	\$596.10	\$607.00
Fire Safety Determination - Medium Building - associated with inspection of medium buildings to provide assessment of fire safety	\$1,784.30	\$1,816.00
Fire Safety Determination - Large Building - associated with inspection of large buildings to provide assessment of fire safety	\$2,975.50	\$3,028.00

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Building permits (internal)		
Alterations and additions to a dwelling < \$100,000	\$1,462.20	\$1,488.00
Alterations and additions to a dwelling > \$300,000	\$2,437.15	\$2,480.00
Alterations and additions to a dwelling \$100,000-\$200,000	\$1,705.55	\$1,735.00
Alterations and additions to a dwelling \$200,000-\$300,000	\$2,034.80	\$2,071.00
Amendment to building permits issued	\$569.55	\$580.00
Carports/garages <\$20,000	\$976.50	\$994.00
Carports/garages >\$20,000	\$1,219.90	\$1,241.00
Demolish attached dwelling	\$1,465.25	\$1,491.00
Demolish detached dwelling	\$1,216.80	\$1,238.00
Demolish outbuildings	\$734.20	\$747.00
Extension of time - Class 1 or 10	\$337.50	\$344.00
Extension of time - Class 2-9	\$486.70	\$495.00
Extension of time to building permits issued	\$569.55	\$580.00
Fences	\$731.00	\$744.00
Internal alterations to class 2 apartments	\$1,221.00	\$1,242.00
Lapsed Permit Renewal (Class 1 or 10)	\$676.90	\$689.00
Lapsed Permit Renewal (Class 2 - 9) Minimum Fee	\$845.60	\$860.00
Multiple dwellings (2)	\$4,876.30	\$4,962.00
Multiple dwellings (3)	\$5,687.15	\$5,787.00
Multiple dwellings (4)	\$6,500.00	\$6,614.00
New dwellings <\$250,000	\$2,602.30	\$2,648.00
New dwellings >\$500,000	\$3,574.70	\$3,637.00
New dwellings \$250,000-\$500,000	\$3,088.00	\$3,142.00
Shop fit outs <\$100,000	\$1,300.65	\$1,323.00
Shop fit outs >\$200,000	\$1,544.00	\$1,571.00
Shop fit outs \$100,000-\$200,000	\$1,787.35	\$1,819.00
Swimming pool (includes barrier to AS 1926)	\$2,006.15	\$2,041.00
Swimming Pool Administration and Enforcement Fees		
Swimming Pool registration and search fee	\$79.00	\$80.30
Lodgement Fee - Certificate of Pool Compliance	\$20.50	\$20.75
Lodgement Fee - Certificate of Pool Non-Compliance	\$385.10	\$390.78
Penalty Infringement Fee	\$330.40	\$363.48

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Class 2, 3, 4, 5, 6, 7 and 9 alterations, additional and new buildings		
Up to \$40,000	\$887.55	\$903.00
\$40,000 to \$100,000 \$ value x (1.749 %)	\$ value x (1.749 %)	\$ value x (1.749 %)
\$100,001 to \$500,000 \$ value x (1.523 %)	\$ value x (1.523 %)	\$ value x (1.523 %)
\$500,001 to \$2 million \$ value x (0.617 %)	\$ value x (0.617 %)	\$ value x (0.617 %)
> \$2 million to \$10 million \$ value x (0.3284 %)	\$ value x (0.328 %)	\$ value x (0.328 %)
> \$10 million to \$20 million \$ value x (0.219 %)	\$ value x (0.219 %)	\$ value x (0.219 %)
> \$20 million to \$30 million \$ value x (0.215 %)	\$ value x (0.215 %)	\$ value x (0.215 %)
> \$30 million to \$40 million \$ value x (0.1965 %)	\$ value x (0.196 %)	\$ value x (0.196 %)
> \$40 million to \$50 million \$ value x (0.1919 %)	\$ value x (0.1919 %)	\$ value x (0.1919 %)
> \$50 million \$value x (0.1872 %)	\$ value x (0.1872 %)	\$ value x (0.1872 %)
Statutory Planning and Business Support		
Install solar panels for Residents and Industry	\$0.00	\$0.00
Use Only (includes Liquor Licence & Car Park Waiver) - to apply for a planning permit to change the use of the land only	\$1,318.10	\$1,337.70
Development (including single dwellings up to \$2,000,000) - use and or develop a single dwelling per lot, and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land):		
Statutory Planning and Business Support - Class 2 - Up to \$10,000	\$199.90	\$202.90
Statutory Planning and Business Support - Class 3 - more than \$10,001 less than \$100,000"	\$629.40	\$638.80
Statutory Planning and Business Support - Class 4 - more than \$100,001 less than \$500,000	\$1,288.50	\$1,307.60
Statutory Planning and Business Support - Class 5 - more than \$500,001 to \$1,000,000	\$1,392.10	\$1,412.80
Class 6 - more than \$1,000,001 less than \$2,000,000 (more than \$2,000,000 see Class 13 to 16 fees apply)	\$1,495.80	\$1,518.00
VicSmart Application		
Statutory Planning Applications for Permits* Regulation 9 VicSmart Applications - Class 7 - Up to \$10,000	\$199.90	\$202.90
Statutory Planning Applications for Permits* Regulation 9 VicSmart Applications - Class 8 - More than \$10,000	\$429.50	\$435.90
Statutory Planning Applications for Permits* Regulation 9 VicSmart Applications - Class 9 - Subdivide or consolidate land	\$199.90	\$202.90
Statutory Planning Applications for Permits* Regulation 9 Vic smart Applications - Class 10 - VicSmart application (other than a class 7, class 8 or class 9 permit)	\$199.90	\$202.90

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Development (including single dwellings > more than \$2,000,000)		
Development (including single dwellings > more than \$2,000,000 Class 11 - Less than \$100,000 (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land)	\$1,147.80	\$1,164.80
Development (including single dwellings > more than \$2,000,000 Class 12 - \$100,001 to \$1,000,000 (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land)	\$1,547.60	\$1,570.60
Development (including single dwellings > more than \$2,000,000 Class 13 - \$1,000,001 to \$5,000,000 (including a single dwelling per lot) (other than a class 6 or class 8 or a permit to subdivide or consolidate land)	\$3,413.70	\$3,464.40
Development (including single dwellings > more than \$2,000,000 Class 14 - \$5,000,001 to \$15,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$8,700.90	\$8,830.10
Development (including single dwellings > more than \$2,000,000 Class 15 - \$15,000,001 to \$50,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$25,658.30	\$26,039.50
Development (including single dwellings > more than \$2,000,000 Class 16 - \$50,000,001 plus (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$57,670.10	\$58,526.80
Subdivision		
Class 17 - Subdivide an existing building (other than a class 9 permit)	\$1,318.10	\$1,337.70
Class 18 - Two lot subdivision (other than a class 9 or class 16 permit)	\$1,318.10	\$1,337.70
Class 19 - Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$1,318.10	\$1,337.70
Class 20 - Subdivide land (other than a class 9, class 16, class 17 or class 18 permit) per 100 lots	\$1,318.10	\$1,337.70
Class 21 - create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or - create or remove a right of way; or - create, vary or remove an easement other than a right of way; or - vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant	\$1,318.10	\$1,337.70
Class 22 - A Permit not otherwise provided for in the Regulations	\$1,318.10	\$1,337.70
Subdivision Certification		
Certification - Endorsement of Plans of Subdivision	\$174.80	\$177.35
Alteration of a plan under Section 10 (2) of the Subdivision Act	\$111.10	\$112.70
Amendment of certified plan	\$140.70	\$142.80
Other Statutory Planning Fees		
For an agreement, or to amend or end an agreement, under Section 173 of the Act	\$659.00	\$338.80
Where the Planning Scheme specifies that a matter must be done to the satisfaction of the responsible authority (including car parking consent)	\$325.80	\$330.70
Other Statutory Planning Fees - S57A (a) Amend a (new) application after notice has been given (Section 57A(3)(a)) is 40 per cent of the application fee for that class of permit	40 % of Application Fee	40 % of Application Fee
S57A (b) Amend a Sec.72 application after notice has been given (Section 57A(3)(a)) is 40 per cent of the application fee for that class of permit set out in the Table at Regulation 11 and any additional fee under (c) below	40 % of Application Fee + (c)	40 % of Application Fee + (c)

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
S57A If amending the application changes the class of application:(c) To a new class having a higher application fee set out in the Table to regulation 9, an additional fee applies being the difference between the original fee and the amended class fee	Difference between original fee and new class \$	Difference between original fee and new class \$
Certificate of Compliance	\$325.80	\$330.70
Class – Statutory Planning Fees – Amendments to permits S.72 Regulation 11		
Class 1 – Amendments to a permit to change the use allowed by the permit or allow a new use	\$1,318.10	\$1,337.70
Class 2 – Amendments to a permit (other than a permit for a single dwelling per lot or to use and develop a single dwelling per lot or to undertake development ancillary to a single dwelling per lot) to change the statement (preamble) of what the permit or to change any or all of the conditions which apply to the permit	\$1,318.10	\$1,337.70
Single dwelling up to \$2,000,000 – Amendment to a permit for a single dwelling per lot or use and develop a single dwelling per lot and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land)		
Class 3 – Up to \$10,000	\$199.90	\$202.90
Class 4 – \$10,001 to \$100,000	\$629.40	\$638.80
Class 5 – \$100,001 to \$500,000	\$1,288.50	\$1,307.60
Class 6 – \$500,001 or more	\$1,329.10	\$1,412.80
VicSmart Applications		
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications – Class 7 – up to \$10,000	\$199.90	\$202.90
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications – Class 8 – \$10,001 or more	\$429.40	\$435.90
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications – Class 9 – Amendment to a class 9 permit: to subdivide or consolidate land	\$199.90	\$202.90
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications – Class 10 – Amendment to a class 10 permit: VicSmart application (other than a class 7, class 8, or class 9 permit)	\$199.90	\$202.90
Development (including single dwellings > more than \$2,000,000) Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of the additional development to be permitted by the amendment is:		
Class 11 – Up to \$100,000	\$1,147.80	\$1,164.80
Class 12 – \$100,001 to \$1,000,000	\$1,547.60	\$1,570.60
Class 13 – More than \$1,000,001	\$3,413.70	\$3,464.40
Subdivision		
Amendments to class 17 permit: to subdivide an existing building (other than a class 9 permit)	\$1,318.10	\$1,337.70
Amendments to class 18 permit: to subdivide land into two lots (other than a class 9 or class 16 permit)	\$1,318.10	\$1,337.70
Amendments to class 19 permit: realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	\$1,318.10	\$1,337.70

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Amendments to a class 20: subdivide land (other than a class 9, class 16, class 17 or class 18 permit) per 100 lots	\$1,318.10	\$1,337.70
Amendment to class 21 permit: amendment to an application to: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988 ; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	\$1,318.10	\$1,337.70
Amendments to a class 22 permit an application for permit not otherwise provided for in the Regulations.	\$1,318.10	\$1,337.70
Port Phillip Planning and Administration fees		
Secondary consent – Fee for amending Endorsed Plans:		
Secondary Consent – Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is \$10,000 or Less	\$143.20	\$145.70
Secondary Consent – Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is more than \$10,000 but not more than \$100,000	\$314.70	\$320.20
Secondary Consent – Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is more than \$100,000 but not more than \$500,000	\$644.25	\$655.50
Secondary Consent – Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is more than \$500,000	\$696.05	\$708.25
Secondary Consent – Amendment to a Permit that is the subject of a VicSmart Application where the cost of any additional development permitted by the Amendment is \$10,000 or Less	\$140.00	\$142.45
Secondary Consent – Amendment to a Permit that is the subject of a VicSmart Application where the cost of any additional development permitted by the Amendment is more than \$10,000	\$214.75	\$218.50
Secondary Consent – Amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is \$100,000 or less	\$573.90	\$583.95
Secondary Consent – Amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$100,000 but not more than \$1,000,000	\$773.80	\$787.35
Secondary Consent – Amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$1,000,000 but not more than \$5,000,000	\$1,708.85	\$1,738.75
Secondary Consent – Amendment to a Class 11, Class 12, Class 13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$5,000,000	\$4,350.45	\$4,426.60
Secondary Consent Subdivision – Subdivide an existing building (other than a class 9 permit)	\$659.05	\$670.60
Secondary Consent Subdivision – Two lot subdivision (other than a class 9 or class 16 permit)	\$659.05	\$670.60
Secondary Consent Subdivision – Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$659.05	\$670.60

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Secondary Consent Subdivision - Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	\$659.05 per 100 lots	\$670.60 per 100 lots
a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988 ; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	\$659.05	\$670.60
Secondary Consent of a Class 22 Permit A permit not otherwise provided for in the regulations	\$659.05	\$670.60
Request under Section 29A of the Building Act 1993 for report and consent on proposed demolition	\$85.20	\$86.40
Fast Track Fee - for minor planning application (such as painting of heritage buildings and minor works applications) that are able to be processed without advertising or the need for external referrals	\$135.50	\$137.90
Car Parking Consent - for determining satisfactory car parking where no Planning Permit is required	\$143.20	\$145.70
Advertising - Board per advertising sign when planning permit applications are required to be advertised	\$83.80	\$86.00
Advertising - Letter - per letter when planning permit applications are required to be advertised	\$11.90	\$12.00
Planning Confirmation - for response to requests for Planning information	\$191.80	\$196.00
Copy of Planning Register - for a copy of planning register	\$83.80	\$86.00
Pre application meetings fee	-	\$300.00
Extension of time		
The owner or occupier may request an extension of time in the following circumstances: <ul style="list-style-type: none"> before the permit expires or within six months afterwards, where the use or development allowed by the permit has not yet started; within 12 months after the permit expiry date, where the development allowed by the permit has lawfully started before the permit expired. 	The Greater of: 50 per cent of the current application fee based on the Class of Application (Regulation 9) or \$633.00	The Greater of: 50 per cent of the current application fee based on the Class of Application (Regulation 9) or \$644.10
Planning file search		
Residential lodged during or prior to 2010	\$114.50	\$117.00
Residential lodged from 2010 onwards	\$61.40	\$63.00
Residential Property Information Request	\$61.40	\$63.00
Commercial Property Information Request	\$110.40	\$113.00
Commercial Applications - Lodged prior 2010	\$348.70	\$355.00
Commercial Applications - Lodged from 2010 onwards	\$110.40	\$113.00
Scanning / photocopying fee - per sheet / page		
Scanning and photocopying per page A4	\$1.45	\$2.00
Scanning and photocopying per page A3	\$2.35	\$2.50
Scanning and photocopying per page A2	\$5.25	\$5.50
Scanning and photocopying per page A1 & A0	\$8.20	\$8.50

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Health		
Food Act – New Food Premises Application Fees		
Class 1 and 2 – Regular Premises	\$250.00	\$254.00
Food Act – New Food Premises Application Fees – Class 3 – Regular Premises	\$165.00	\$168.00
Food Act – New Food Premises Application Fees – Class 2 and 3 – Home Business	\$165.00	\$168.00
Food Act – Initial and Annual Renewal of Registration Fees		
Initial registration fees decrease on a pro-rata basis by 25 per cent every three months		
Class 1 – Small (1 staff member) e.g. childcare	\$345.00	\$351.00
Class 1 – Medium (2+ staff) e.g. aged / residential Care	\$475.00	\$570.00
Class 2 – Regular Premises – Small	\$345.00	\$351.00
Class 2 – Regular Premises – Medium	\$630.00	\$641.00
Class 2 – Regular Premises – Large	\$885.00	\$900.00
Class 2 – Supermarkets – Small	\$630.00	\$641.00
Class 2 – Supermarkets – Medium	\$885.00	\$900.00
Class 2 – Supermarkets – Large	\$1,335.00	\$1,358.00
Class 2 – Community Groups & Clubs – Small	\$78.00	\$79.00
Class 2 – Community Groups & Clubs – Medium	\$157.00	\$160.00
Class 2 – Community Groups & Clubs – Large	\$630.00	\$641.00
Class 3 – Regular Premises – Small	\$208.00	\$212.00
Class 3 – Regular Premises – Medium	\$345.00	\$351.00
Class 3 – Regular Premises – Large	\$475.00	\$483.00
Class 3 – Community Groups & Clubs – Small	\$68.00	\$69.00
Class 3 – Community Groups & Clubs – Medium	\$132.00	\$134.00
Class 3 – Community Groups & Clubs – Large	\$345.00	\$351.00
Class 1, 2 and 3 – Registered Charities	\$0.00	\$0.00
Food Act – Initial and Annual Renewal of Registration Fees – Temporary and Mobile Premises		
Class 2 – Commercial Temporary Premises – up to three months	\$117.00	\$119.00
Class 2 – Commercial Temporary Premises – three to six months	\$235.00	\$239.00
Class 2 – Commercial Temporary Premises – six to 12 months	\$470.00	\$478.00
Class 3 – Commercial Temporary Premises – up to three months	\$86.00	\$88.00
Class 3 – Commercial Temporary Premises – three to six months	\$173.00	\$176.00
Class 3 – Commercial Temporary Premises – six to 12 months	\$345.00	\$351.00
Class 2 – Commercial Mobile or Temporary Premises – single event or maximum of two consecutive days	\$78.00	\$79.00
Class 3 – Commercial Mobile or Temporary Premises – single event or maximum of two consecutive days	\$68.00	\$69.00

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Class 2 – Mobile or Temporary Premises – Community Group, Sporting Clubs & Not for Profit – operating occasionally, seasonally or up to 12 months – operating occasionally, seasonally or up to 12 months	\$76.00	\$77.00
Class 3 – Mobile or Temporary Premises – Mobile or Temporary Premises, Community Group, Sporting Clubs & Not for Profit – operating occasionally, seasonally or up to 12 months – operating occasionally, seasonally or up to 12 months	\$66.00	\$67.00
Class 2 – Mobile or Temporary Premises associated with a permanent fixed premises	\$163.00	\$166.00
Class 3 – Mobile or Temporary Premises associated with a permanent fixed premises	\$132.00	\$134.00
Medium	\$340.00	\$348.00
Large	\$465.00	\$475.00
Food Act – Transfer of Registration, Inspection Report and Late Fees		
Class 1 & 3 – Transfer of Registration	\$167.00	\$170.00
Class 2 – Transfer of Registration	\$245.00	\$249.00
Class 1 & 3 – Transfer of Inspection Report	\$167.00	\$170.00
Class 2 – Transfer of Inspection Report	\$245.00	\$249.00
Class 1 – Renewal of Registration Late Fee	\$78.00	\$79.00
Class 2 and 3 – Renewal of Registration Late Fee	\$130.00	\$132.00
Public Health and Wellbeing Act – Personal Care & Body Art (PCBA) Premises Fees		
Hairdresser and low-risk beauty parlour fee is full amount and is a one-off single payment with no requirement to renew annually. For skin penetration, colonic irrigation, higher risk beauty parlour and hairdressers with additional beauty treatments, the initial registration fees decrease on a prorata basis by 25 per cent every three months.		
PCBA Personal Care Body Art Application Fee	\$100.00	\$102.00
PCBA Initial Registration Fee	\$208.00	\$212.00
PCBA Renewal of Registration Late Fee	\$78.00	\$79.00
PCBA Renewal of Registration Fee	\$208.00	\$212.00
PCBA Transfer of Registration Fee	\$130.00	\$132.00
PCBA Transfer Inspection Report Fee	\$208.00	\$212.00
Public Health & Wellbeing Act – Prescribed Accommodation – Residential Accommodation / Rooming House / Youth Hostel / Student Dormitory / Hotel / Motel – Initial and Annual Renewal of Registration Fees		
Property with 1 – 10 residents	\$270.00	\$275.00
Property with 11 – 20 residents	\$425.00	\$432.00
Property with 21 – 40 residents	\$630.00	\$641.00
Property with 41 – 60 residents	\$1,035.00	\$1,053.00
Property with 61 – 80 residents	\$1,730.00	\$1,760.00
Property with 81+ residents	\$2,135.00	\$2,172.00

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Public Health & Wellbeing Act – Aquatic Facilities – Initial and Annual Renewal of Registration Fees		
Public Swimming Pool (1 pool)	\$280.00	\$285.00
Public Swimming Pool (2-4 pools)	\$380.00	\$387.00
Public Swimming Pool (4+pools)	\$480.00	\$488.00
Food Act and Public Health & Wellbeing Act – Infringements		
Statutory Penalty Unit	\$165.00	\$182.00
Penalty Reminder Notice	\$25.80	\$26.20
Local Laws and Animal Management		
Local Laws		
Local Laws reclaim fee – impounded goods, for any goods, materials impounded by Council that are released to the owner such as shopping trolleys	\$158.00	\$161.00
Local Laws Infringements		
Local Law No.1 (Infringements Act 2006) per penalty unit	\$100.00	\$100.00
Local Laws – Penalty Reminder Notice	\$25.80	\$26.20
Animal Management		
Domestic Animal Business registration fee	\$276.00	\$281.00
Animal Management Infringements (Domestic Animal Act 1994)		
Domestic Animal Act 1994 Infringements per penalty unit	\$165.00	\$182.00
Animal – Penalty Reminder Notice	\$25.80	\$26.20
Dog		
Permit for multiple dogs per residence (one off payment)	\$70.00	\$70.00
Restricted breed dog – includes any declared, menacing, dangerous dogs	\$268.00	\$300.00
Minimum fee non-pensioner	\$70.00	\$73.00
Maximum fee non-pensioner	\$210.00	\$219.00
Minimum fee pensioner	\$32.00	\$36.50
Maximum fee pensioner	\$96.00	\$109.50
Reclaim impounding fee	\$170.00	\$173.00
Rebate for Assist Dogs (on production of required documentation)	-\$69.00	-\$70.00
Cat		
Minimum fee non-pensioner	\$37.00	\$41.00
Maximum fee non-pensioner	\$106.00	\$123.00
Minimum fee pensioner	\$16.50	\$20.50
Maximum fee pensioner	\$51.00	\$61.50
Reclaim impounding fee	\$88.00	\$90.00
Bond cat trap (refundable)	\$100.00	\$100.00
Cat trap fee per week	\$10.50	\$11.00

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Public space		
Weddings and Minor Events		
Event minor non wedding (2hr permit)	\$204.00	\$207.00
Wedding heritage gardens (2hr permit)	\$350.00	\$355.00
Wedding non-heritage gardens (2hr permit)	\$204.00	\$208.00
Wedding photography only	\$102.00	\$104.00
Events Administration		
Event and promotion application fee	\$100.00	\$100.00
Variations and late information (\$300-\$6,500)	\$300.00	\$300.00
Parking on Reserve fee (per car)	\$102.00	\$104.00
Traffic management costs (per hour)	\$118.00	\$120.00
Winter events 50 per cent of full fee	50 % of Full Fee	50 % of Full Fee
Promotions		
Distributing Promotional Flyers – for CoPP businesses (full day/ eight hours)	\$107.00	\$109.00
Distributing Promotional Flyers – for CoPP businesses (per hour)	\$20.00	\$20.00
Product Promotions – per day fee for an eight-hour day	\$2,985.00	\$3,037.00
Product Promotions – per day fee for an eight-hour day package. (Minimum three days)	\$2,475.00	\$2,518.00
Product Promotions – roving, no structures (per hour)	\$337.00	\$343.00
Product Promotions – with structures or vehicles (per hour) – Outside St Kilda Precinct	\$395.00	\$402.00
Product Promotions – with structures or vehicles (per hour) – St Kilda Precinct	\$515.00	\$524.00
Markets		
Outdoor Markets (per session)	\$664.00	\$675.00
Commercial Event or Promotion – Site fee per day		
Bump in and bump out fee – weekdays per day	\$685.00	\$697.00
Bump in and bump out fee – weekends per day	\$838.00	\$852.00
Closure of Pier Road	\$2,000.00	\$2,035.00
Combined tourism event (St Kilda Town Hall and front lawn) – long stay	\$2,704.00	\$2,751.00
Intermediate events	\$690.00	\$702.00
Large events	\$2,704.00	\$2,751.00
Medium events	\$1,325.00	\$1,348.00
Major Events High risk/high impact event (\$7,200 – \$30,000)	\$7,200.00	\$7,200.00
Refundable Noise Bond (\$5,000-\$20,000)	\$5,000.00	\$5,000.00
Refundable Security Bond per site (\$5,000 – \$50,000)	\$5,000.00	\$5,000.00
Small events	\$305.00	\$310.00
Small Event Public Liability Insurance	\$31.00	\$31.50

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
On-road Events		
Combination Events (reserve and road use) for events with over 2000 registered participants, additional fee per registered participant 2001+	\$5.30	\$5.40
Combination Events (Reserve and Road use); flat fee 0 – 2000 registered participants inclusive	\$10,750.00	\$10,940.00
On-Road Only (per participant) – minimum charge 2,000 participants	\$1.63	\$1.65
Combined tourism event (St Kilda Town Hall and front lawn) – bump in and bump out fee	\$750.00	\$763.00
Busking Fee – 12 months, 9am – 9pm	\$0.00	\$55.00
Street Stall Permit/Collection	\$66.00	\$67.00
Temporary signage fee – up to 14 days only	\$153.00	\$155.00
Transport and parking management		
Car share program		
Licence fee renewals for car share bays	\$84.00	\$85.00
Car Share Program – Installation of new car share bays	\$1,400.00	\$1,400.00
Parking permits		
Resident parking permit. Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$84.00	\$85.00
Combined parking permit (resident/foreshore). Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$124.00	\$126.00
Visitor parking permit (annual). Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$114.00	\$120.00
Foreshore parking permit. Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$62.00	\$63.00
Foreshore Club Parking permit. Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$102.00	\$110.00
Tradespersons parking permit (per week)	\$56.00	\$57.00
Temporary parking permit per space per day	\$92.00	\$60.00
Permit reissue – Admin fee	\$23.00	\$24.00
Musicians Loading Permit	\$81.00	\$81.00
Parking machine charges		
Paid Parking Credit Card Gateway Fee	\$0.12	\$0.12
Elwood Foreshore Carpark – maximum/daily (1 July to 30 September and 1 April to 30 June)	\$8.70	\$8.80
Elwood Foreshore Carpark – maximum/daily (1 October to 31 March)	\$12.90	\$13.00

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Elwood Foreshore Carpark – per hour (1 October to 31 March)	\$1.90	\$2.00
Elwood Foreshore Carpark – per hour (1 October to 31 March)	\$5.30	\$5.40
Fishermans Bend north of Woodgate Street and east of Boundary Street – per hour	\$1.00	\$1.00
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) – maximum / per day. (1 July to 30 September and 1 April to 30 June)	\$8.70	\$8.80
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) – maximum / per day. (1 October to 31 March)	\$12.90	\$13.00
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) – per hour. (1 July to 30 September and 1 April to 30 June)	\$1.90	\$2.00
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) – per hour. (1 October to 31 March)	\$3.90	\$4.00
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore) – per day	\$13.30	\$16.00
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore) – per hour	\$5.60	\$6.00
South Melbourne Central – Clarendon Street Retail Precinct – per day	\$9.10	\$9.20
South Melbourne Central – Clarendon Street Retail Precinct – per hour	\$2.00	\$2.10
South Melbourne Central – North of Park and Ferrars Street (industrial) – per day	\$9.10	\$9.20
South Melbourne Central – North of Park and Ferrars Street (industrial) – per hour	\$2.00	\$2.10
South Melbourne East – North East of Kingsway (commercial) – per hour	\$4.00	\$4.10
South Melbourne South – Albert Road area (commercial) – per day	\$12.80	\$13.00
South Melbourne South – Albert Road area (commercial) – per hour	\$4.00	\$4.10
South Melbourne West – South West of Ferrars Street (Industrial) – per day	\$9.10	\$9.20
South Melbourne West – South West of Ferrars Street (Industrial) – per hour	\$2.00	\$2.10
St Kilda Road – North of St Kilda Junction (commercial) – per hour	\$4.00	\$4.10
St Kilda Road – South of St Kilda Junction (commercial / retail) – per day	\$7.00	\$7.10
St Kilda Road – South of St Kilda Junction (commercial / retail) – per hour	\$2.00	\$2.10
Station Pier and Waterfront Place – maximum / per day (1 October – 31 March)	\$12.90	\$13.00
Station Pier and Waterfront Place – maximum / per day (1 July to 30 September and 1 April – 30 June)	\$8.70	\$8.80
Station Pier and Waterfront Place – maximum / per day (1 October – 31 March)	\$1.90	\$2.00
Station Pier and Waterfront Place – maximum / per day (1 July to 30 September and 1 April – 30 June)	\$3.90	\$4.00

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Parking enforcement		
Unregistered and abandoned vehicle release fee	\$445.00	\$455.00
Daily vehicle storage fee after 48 hours	\$19.50	\$20.00
Vehicle Clearway Release Fee	\$440.00	\$450.00
Vehicle Transfer from Nationwide Towing to Manheim	\$770.00	\$785.00
Parking Infringements		
Penalty Fines – class 1	\$83.00	\$91.00
Penalty Fines – class 2	\$99.00	\$109.00
Penalty Fines – class 3	\$165.00	\$182.00
Penalty Reminder Notice	\$25.80	\$26.20
Lodgement fee	\$77.20	\$78.30
Planning Compliance Infringements		
Planning Infringement Notice – Individual (Penalty Fines Class 3)	\$825.00	\$909.00
Planning Infringement Notice – Company (Penalty Fines Class 3)	\$1,650.00	\$1,817.00
Penalty Reminder Notice	\$25.80	\$26.20

Sustainable Port Phillip

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Waste management		
Road Reinstatement – Refundable Bond	\$1,500.00	\$1,600.00
Street Furniture Removal (includes bus shelters, seats, bins, bollards, bike hoops, planter boxes and any other street furniture item within the road reserve)	\$0.00	\$0.00
Amenity valuation cost recovery for approved public tree removal and replacement – Upon Request	\$0.00	\$0.00
Resource Recovery Centre Fees – Non-Resident (car boot)	\$31.00	\$46.00
Resource Recovery Centre Fees – Non-Resident (large trailer)	\$122.00	\$180.00
Resource Recovery Centre Fees – Non-Resident (small trailer)	\$73.00	\$110.00
Resource Recovery Centre Fees – Non-Resident (station wagon, utility)	\$57.00	\$85.00
Resource Recovery Centre Fees (car boot)	\$24.00	\$28.00
Resource Recovery Centre Fees (contractors m ³)	\$97.00	\$116.00
Resource Recovery Centre Fees (large trailer)	\$110.00	\$132.00
Resource Recovery Centre Fees (small trailer)	\$60.00	\$72.00
Resource Recovery Centre Fees (station wagon, utility)	\$45.00	\$54.00

Vibrant Port Phillip

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Arts and Culture		
Heritage		
Curatorial Services (heritage image reproduction service - digital image delivery by email or CD)	\$38.00	\$38.50
Gallery hire fee for exhibitions - room 1 (4-week hire)	\$950.00	\$965.00
Gallery hire fee for exhibitions - rooms 1, 2 and 3 groups (4-week hire)	\$2,000.00	\$2,035.00
Gallery hire fee for exhibitions - rooms 1, 2 and 3 individuals (4-week hire)	\$1,400.00	\$1,425.00
Gallery hire fee for exhibitions - rooms 2 and 3 (4-week hire)	\$1,100.00	\$1,115.00
Hire of Shakespeare Grove Artist studios (standard 3 m x 3.5 m and pro rata for larger studios)	\$200.00	\$205.00
Filming Permits		
Filming Permits - motion pictures and related photography (first day)	\$950.00	\$965.00
Filming Permits - motion pictures and related photography (second day)	\$578.00	\$585.00
Filming Permits - motion pictures and related photography (third and subsequent days)	\$195.00	\$198.00
Filming Permits (motion pictures, half day)	\$578.00	\$585.00
Filming Permits (service fee - low budget)	\$51.00	\$52.00
Filming Permits (service fee - no budget)	\$20.00	\$20.20
Photography Permit (commercial stills photography (first day)	\$440.00	\$445.00
Photography Permit (commercial stills photography second and subsequent days)	\$195.00	\$198.00
Extended trading - outdoor seating		
Extended Trading application fee	\$69.70	\$72.00
Extension trading of current situation per 10 square metres	\$228.60	\$228.60
Temporary marquee to enclose outdoor seating	\$228.60	\$228.60
City Permits - footpath trading		
Footpath occupancy permits - Tables - to place a table on the footpath (annual cost per item)		
Acland Street - Primary Table	\$98.00	\$89.60
Acland Street - Secondary Table	\$67.20	\$61.60
Armstrong Street - Primary Table	\$50.40	\$44.80
Barkly Street - Primary Table	\$58.80	\$53.20
Barkly Street - Secondary Table	\$47.60	\$42.00
Bay Street - Primary Table	\$56.00	\$50.40
Bay Street - Secondary Table	\$42.00	\$36.40
Bridport Street - Primary Table	\$84.00	\$75.60

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Bridport Street – Secondary Table	\$50.40	\$44.80
Carlisle Street – Primary Table	\$67.20	\$58.80
Carlisle Street – Secondary Table	\$47.60	\$42.00
Clarendon Street – Primary Table	\$61.60	\$53.20
Clarendon Street – Secondary Table	\$50.40	\$42.00
Coventry Street – Primary Table	\$56.00	\$50.40
Fitzroy Street – Primary Table	\$33.60	\$28.00
Fitzroy Street – Secondary Table	\$33.60	\$36.40
Glen Eira Road – Primary Table	\$44.80	\$39.20
Glenhuntly Road – Primary Table	\$47.60	\$42.00
Ormond Road – Primary Table	\$61.60	\$53.20
Tennyson Street – Primary Table	\$42.00	\$36.40
Victoria Avenue – Primary Table	\$39.20	\$33.60
All other areas – Tertiary Table	\$33.60	\$28.00
Footpath occupancy permits – Chairs – to place a chair on the footpath (annual cost per item)		
Acland Street – Primary Chair	\$150.50	\$137.60
Acland Street – Secondary Chair	\$103.20	\$94.60
Armstrong Street – Primary Chair	\$77.40	\$68.80
Barkly Street – Primary Chair	\$90.30	\$81.70
Barkly Street – Secondary Chair	\$73.10	\$64.50
Bay Street – Primary Chair	\$86.00	\$77.40
Bay Street – Secondary Chair	\$64.50	\$55.90
Bridport Street – Primary Chair	\$129.00	\$116.10
Bridport Street – Secondary Chair	\$77.40	\$68.80
Carlisle Street – Primary Chair	\$103.20	\$90.30
Carlisle Street – Secondary Chair	\$73.10	\$64.50
Clarendon Street – Primary Chair	\$94.60	\$81.70
Clarendon Street – Secondary Chair	\$77.40	\$64.50
Coventry Street – Primary Chair	\$86.00	\$77.40
Fitzroy Street – Primary Chair	\$51.60	\$43.00
Fitzroy Street – Secondary Chair	\$51.60	\$55.90
Glen Eira Road – Primary Chair	\$68.80	\$60.20
Glenhuntly Road – Primary Chair	\$73.10	\$64.50
Ormond Road – Primary Chair	\$94.60	\$81.70
Tennyson Street – Primary Chair	\$64.50	\$55.90

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Victoria Ave – Primary Chair	\$60.20	\$51.60
All other areas – Tertiary Chair	\$51.60	\$43.00
Footpath occupancy permits – Glass Screens – Tables – to place a table within a glass screen on the footpath (annual cost per item)		
Acland Street – Primary Table with Glass Screens	\$147.00	\$134.40
Acland Street – Secondary Table with Glass Screens	\$100.80	\$92.40
Armstrong Street – Primary Table with Glass Screens	\$75.60	\$67.20
Barkly Street – Primary Table with Glass Screens	\$88.20	\$79.80
Barkly Street – Secondary Table with Glass Screens	\$71.40	\$63.00
Bay Street – Primary Table with Glass Screens	\$84.00	\$75.60
Bay Street – Secondary Table with Glass Screens	\$63.00	\$54.60
Bridport Street – Primary Table with Glass Screens	\$126.00	\$113.40
Bridport Street – Secondary Table with Glass Screens	\$75.60	\$67.20
Carlisle Street – Primary Table with Glass Screens	\$100.80	\$88.20
Carlisle Street – Secondary Table with Glass Screens	\$71.40	\$63.00
Clarendon Street – Primary Table with Glass Screens	\$92.40	\$79.80
Clarendon Street – Secondary Table with Glass Screens	\$75.60	\$63.00
Coventry Street – Primary Table with Glass Screens	\$84.00	\$75.60
Fitzroy Street – Secondary Table with Glass Screens	\$50.40	\$54.60
Fitzroy Street – Primary Table with Glass Screens	\$50.40	\$42.00
Glen Eira Road – Primary Table with Glass Screens	\$67.20	\$58.80
Glenhuntly Road – Primary Table with Glass Screens	\$71.40	\$63.00
Ormond Road – Primary Table with Glass Screens	\$92.40	\$79.80
Tennyson Street – Primary Table with Glass Screens	\$63.00	\$54.60
Victoria Ave – Primary Table with Glass Screens	\$58.80	\$50.40
All other areas – Tertiary Table with Glass Screens	\$50.40	\$42.00
Footpath occupancy permits – Glass Screens – Chairs – to place a chair within a glass screen on the footpath (annual cost per item)		
Acland Street – Primary Chair with Glass Screens	\$225.75	\$206.40
Acland Street – Secondary Chair with Glass Screens	\$154.80	\$141.90
Armstrong Street – Primary Chair with Glass Screens	\$116.10	\$103.20
Barkly Street – Primary Chair with Glass Screens	\$135.45	\$122.55
Barkly Street – Secondary Chair with Glass Screens	\$109.65	\$96.75
Bay Street – Primary Chair with Glass Screens	\$129.00	\$116.10
Bay Street – Secondary Chair with Glass Screens	\$96.75	\$85.85
Bridport Street – Primary Chair with Glass Screens	\$193.50	\$174.15

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Bridport Street – Secondary Chair with Glass Screens	\$116.10	\$103.20
Carlisle Street – Primary Chair with Glass Screens	\$154.80	\$135.45
Carlisle Street – Secondary Chair with Glass Screens	\$109.65	\$96.75
Clarendon Street – Primary Chair with Glass Screens	\$141.90	\$122.55
Clarendon Street – Secondary Chair with Glass Screens	\$116.10	\$96.75
Coventry Street – Primary Chair with Glass Screens	\$129.00	\$116.10
Fitzroy Street – Primary Chair with Glass Screens	\$77.40	\$64.50
Fitzroy Street – Secondary Chair with Glass Screens	\$77.40	\$83.85
Glen Eira Road – Primary Chair with Glass Screens	\$103.20	\$90.30
Glenhuntly Road – Primary Chair with Glass Screens	\$109.65	\$96.75
Ormond Road – Primary Chair with Glass Screens	\$141.90	\$122.55
Tennyson Street – Primary Chair with Glass Screens	\$96.75	\$83.85
Victoria Avenue – Primary Chair with Glass Screens	\$90.30	\$77.40
All other areas – Tertiary Chair with Glass Screens	\$77.40	\$64.50
Footpath occupancy permits – various		
Advertising signs one per property only	\$329.45	\$329.45
Footpath Trading – Display of goods	\$394.00	\$394.00
Footpath Trading – Planters per business	\$0.00	\$0.00
Footpath Trading – Screens per premises with outdoor furniture	\$235.00	\$176.30
Footpath Trading – Outdoor heaters	\$132.45	\$116.50
Footpath Trading – Renewal Fee	\$70.00	\$70.00
Footpath Trading – New Applications, amendments and transfers of ownership	\$120.00	\$120.00
Application fee for fixed items including glass screens and retractable awnings	\$250.00	\$250.00
Footpath Trading – Miscellaneous items including menu boards	\$183.75	\$161.70
Footpath Trading – Delineation marker installation (per marker)	\$42.45	\$42.45
Temporary Permits		
Temporary – Marketing and Promotion activity (daily charge). (Used for existing footpath trading permit-holders and one-day promotions)	\$75.85	\$75.85
Mobile Food Vans		
Mobile Food Vehicle Permit Fee	\$2,280.00	\$2,280.00
Mobile Food Vehicle Application/Renewal Fee, to assess up to three proposed locations	\$74.00	\$250.00
Itinerant Trading Application and Amendment Fee	\$250.00	\$250.00
Itinerant Trading Permit Fee (per month)	\$100.00	\$100.00
Itinerant Trading Refundable Bond	\$1,000.00	\$1,000.00

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Festivals		
St Kilda Film Festival		
St Kilda Film Festival call for entry fee – early bird rate	\$33.00	\$34.00
St Kilda Film Festival call for entry fee – standard rate	\$46.00	\$47.00
St Kilda Festival		
St Kilda Festival call for entry fee	\$35.00	\$35.60
St Kilda Festival Carnival site fee	\$30,000.00	\$30,525.00
St Kilda Festival All Food Vending Areas (over 15 m ²)	\$130.00	\$133.00
St Kilda Festival All Food Vending Areas (under 15 m ²)	\$85.00	\$86.50
St Kilda Festival Itinerant Market Stall (high pedestrian zone)	\$355.00	\$360.00
St Kilda Festival Itinerant Market Stall (regular zone)	\$184.00	\$187.00
St Kilda Festival Permit Administration Fee	\$34.00	\$35.00
St Kilda Festival Road trading (non-alcohol per m ²)	\$10.75	\$11.00
St Kilda Festival Road Trading (with alcohol per m ²)	\$29.00	\$29.50
Cost Recovery (infrastructure and power hire)	Cost Recovery	Cost Recovery
Esplanade Market		
Administration fee – new stallholders	\$31.50	\$31.50
Coffee Vendor 3.1 M – Quarterly Permits– for 3 months. (January–March, April–June, July–September, October–December)	\$1,027.40	\$1,027.40
Coffee Vendor – Casual Fee	\$123.95	\$123.95
Coffee Vendor 2.4 M – Quarterly Permits– for 3 months. (January–March, April–June, July–September, October–December)	\$998.00	\$998.00
Esplanade Market (12 monthly permits) 2.4 metre size site	\$2,219.20	\$2,219.20
Esplanade Market (12 monthly permits) 3.1 metre size site	\$2,442.10	\$2,442.10
Esplanade Market (3 monthly permits) 2.4 metre size site (1 July – 30 September and 1 April – 30 June)	\$652.40	\$652.40
Esplanade Market (3 monthly permits) 2.4 metre size site (Starting or trading from 1 October to 31 March)	\$735.40	\$735.40
Esplanade Market (3 monthly permits) 3.1 metre size site (1 July – 30 September and 1 April – 30 June)	\$717.10	\$717.10
Esplanade Market (3 monthly permits) 3.1 metre size site (Starting or trading from 1 October to 31 March)	\$808.90	\$808.90
Esplanade Market (6 monthly permits) 2.4 metre size site (1 July – 30 December or 1 January – 30 June)	\$1,191.80	\$1,191.80
Esplanade Market (6 monthly permits) 3.1 metre size site (1 July – 30 December or 1 January – 30 June)	\$1,309.95	\$1,309.95
Esplanade Market (casual permits) 2.4 metre size site (1 July – 30 September and 1 April – 30 June)	\$82.00	\$82.00
Esplanade Market (casual permits) 2.4 metre size site (Starting or trading from 1 October to 31 March)	\$91.45	\$91.45

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Esplanade Market (casual permits) 3.1 metre size site (1 July – 30 September and 1 April – 30 June)	\$91.45	\$91.45
Esplanade Market (casual permits) 3.1 metre size site (Starting or trading from 1 October to 31 March)	\$100.75	\$100.75
Late fee on invoice payment – casual stallholders	\$10.50	\$10.50
Late fee on invoice payment – permanent stallholders	\$31.50	\$31.50
Paid Promotional Activity – Full Day	\$1,025.00	\$1,025.00
Paid Promotional Activity – Half Day	\$512.00	\$512.00
Ready to eat food – Casual stalls 3.1 m site (1 July – 30 September and 1 April – 30 June)	\$181.75	\$181.75
Ready to eat food – Casual stalls 3.1 m site (Starting or trading from 1 October to 31 March)	\$200.65	\$200.65
Ready to eat food – Casual stalls oversize site (1 July – 30 September and 1 April – 30 June)	\$247.90	\$247.90
Ready to eat food – Casual stalls oversize site (Starting or trading from 1 October to 31 March)	\$274.20	\$274.20
Libraries		
B&W copying A3	\$0.20	\$0.20
B&W copying A4	\$0.20	\$0.20
Colour copying charges	\$1.05	\$1.10
Inter Library Loans	\$28.50	\$28.50
Internet/PC copy charges	\$0.20	\$0.20
Local History microfiche copies	\$0.20	\$0.20

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
South Melbourne Market		
Car Parking on Market Days is free for the first two hours (any time of day)		
0-2 hours	\$0.00	\$0.00
2-3 hours	\$6.00	\$6.00
3-4 hours	\$12.00	\$12.00
4-5 hours	\$20.00	\$20.00
5-6 hours	\$29.00	\$29.00
6-7 hours	\$35.00	\$35.00
7 hours+	\$65.00	\$65.00
Lost Ticket	\$65.00	\$65.00
Car Parking on roof Non-Market Days (Monday, Tuesday, Thursday)		
0-1 hours	\$1.00	\$1.00
1-2 hours	\$2.00	\$2.00
2-3 hours	\$3.00	\$3.00
3-4 hours	\$4.00	\$4.00
4-5 hours	\$5.00	\$5.00
5-6 hours	\$6.00	\$6.00
6-7 hours	\$13.00	\$13.00
7 hours+	\$13.00	\$13.00
Lost Ticket	\$13.00	\$13.00

Well-Governed Port Phillip

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Asset and property management		
Peppercorn rent	\$104.00	\$104.00
Hall Hire		
St Kilda Town Hall – Auditorium Hire		
St Kilda Town Hall – Auditorium – Community Hire (Daily Rate) Off Peak Monday – Thursday	\$920.00	\$920.00
St Kilda Town Hall – Auditorium – Community Hire (Daily Rate) Peak Friday to Sunday	\$1,200.00	\$1,200.00
St Kilda Town Hall – Auditorium – Standard Hire (Daily Rate) Peak Friday to Sunday	\$3,000.00	\$3,000.00
St Kilda Town Hall – Auditorium – Standard Hire (Daily Rate) Off Peak Monday – Thursday	\$1,800.00	\$1,800.00
St Kilda Town Hall – Auditorium – Community Hire (Hourly Rate Min four hours) Off Peak Monday – Thursday	\$94.00	\$94.00
St Kilda Town Hall – Auditorium – Community Hire (Hourly Rate Min four hours) Peak Friday to Sunday	\$120.00	\$120.00
St Kilda Town Hall – Auditorium – Standard Hire (Hourly Rate Min four hours) Off Peak Monday – Thursday	\$180.00	\$180.00
St Kilda Town Hall – Auditorium – Standard Hire (Hourly Rate Min four hours) Peak Friday – Sunday	\$300.00	\$300.00
St Kilda Town Hall – Kitchen – Standard/Community per day	\$500.00	\$500.00
Port Melbourne Town Hall – Auditorium (including kitchen)		
Port Melbourne Town Hall – Auditorium – Community Hire (Daily Rate) Off Peak Monday – Thursday	\$597.00	\$600.00
Port Melbourne Town Hall – Auditorium – Community Hire (Daily Rate) Peak Friday to Sunday	\$597.00	\$600.00
Port Melbourne Town Hall – Auditorium – Standard Hire (Daily Rate) Off Peak Monday – Thursday	\$945.00	\$950.00
Port Melbourne Town Hall – Auditorium – Standard Hire (Daily Rate) Peak Friday to Sunday	\$945.00	\$950.00
South Melbourne Town Hall – Auditorium (including kitchen)		
South Melbourne Town Hall – Auditorium – Standard Hire (Daily Rate) Off Peak Monday – Thursday	\$729.00	\$745.00
South Melbourne Town Hall – Auditorium – Standard Hire (Daily Rate) Peak Friday to Sunday	\$1,436.00	\$1,460.00
South Melbourne Town Hall – Auditorium – Standard Hire (Daily Rate) Peak Friday to Sunday	\$1,918.00	\$1,950.00
South Melbourne Town Hall – Auditorium – Standard Hire (Daily Rate) Off Peak Monday – Thursday	\$1,436.00	\$1,500.00
Meeting Rooms		
St Kilda Town Hall – Meeting Rooms		
St Kilda Town Hall – All Meeting Rooms – Community Hire – Hourly Rate (non-peak before 9am and after 5 pm Monday to Thursday)	\$12.60	\$13.00

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
St Kilda Town Hall – All Meeting Rooms – Community Hire – Hourly Rate (peak 9am – 5pm Monday – Thursday and 24hr Friday – Sunday)	\$49.40	\$50.00
St Kilda Town Hall – Council Chamber – Community Hire – Hourly Rate (peak 9am – 5pm Monday – Thursday and 24hr Friday – Sunday)	\$90.40	\$50.00
St Kilda Town Hall – Council Chamber – Standard Hire (Hourly Rate)	\$186.00	\$190.00
St Kilda Town Hall – Wominjeka Reception – Standard Hire (Hourly Rate)	\$186.00	\$190.00
St Kilda Town Hall – Training Room – Standard Hire (Hourly Rate)	\$120.05	\$125.00
St Kilda Town Hall – St Kilda Room – Standard Hire (Hourly Rate)	\$99.80	\$100.00
St Kilda Town Hall – Gunuwarra Room – Standard Hire (Hourly Rate)	\$125.05	\$125.00
St Kilda Town Hall – Ngargee Room – Standard Hire (Hourly Rate)	\$125.05	\$125.00
St Kilda Town Hall – Nairm Room – Standard Hire (Hourly Rate)	\$99.80	\$100.00
St Kilda Town Hall – Port Melbourne Room Standard Hire (Hourly Rate)	\$99.80	\$100.00
Meeting Rooms – Port Melbourne Town Hall		
Port Melbourne Town Hall – Council Chamber– Community Hire – Hourly Rate (non-peak before 9am & after 5pm Monday –Thursday)	\$12.60	\$13.00
Port Melbourne Town Hall – Council Chamber – Community Hire – Hourly Rate (peak 9am – 5pm Monday – Thursday & 24hr Friday – Sunday)	\$72.50	\$50.00
Port Melbourne Town Hall – Mayors Room – Community Hire – Hourly Rate (non-peak before 9am & after 5pm Monday –Thursday)	\$12.60	\$13.00
Port Melbourne Town Hall – Mayors Room – Community Hire – Hourly Rate (peak 9am – 5pm Monday – Thursday & 24hr Friday – Sunday)	\$49.40	\$50.00
Port Melbourne Town Hall – Council Chamber – Standard Hire (Hourly Rate)	\$125.05	\$125.00
Port Melbourne Town Hall – Mayors Room – Standard Hire (Hourly Rate)	\$99.80	\$100.00
Meeting Rooms – South Melbourne Town Hall		
South Melbourne Town Hall – Meeting Rooms – Community Hire (Hourly Rate)	\$43.00	\$50.00
South Melbourne Town Hall – Meeting Rooms – Community Hire (Daily Rate)	\$215.00	\$220.00
South Melbourne Town Hall – Meeting Rooms – Standard Hire (Hourly Rate)	\$88.00	\$100.00
South Melbourne Town Hall – Meeting Rooms – Standard Hire (Daily Rate)	\$440.00	\$450.00
Staff labour (per hour)		
Duty Officer Fees – Monday – Thursday (min 3 hour charge)	\$41.10	\$42.00
Duty Officer Fees – Friday, Saturday and Sunday (min 3 hour charge)	\$71.90	\$73.00
Duty Officer Fees – Public Holidays (min 3 hour charge)	\$87.30	\$89.00
Security Guard Fees – Public Holidays (min 4 hour charge)	\$82.50	\$84.00
Security Guard Fees – Monday – Sunday (min 4 hour charge)	\$54.45	\$56.00
Security Bond – Meeting Room Booking Only	\$0.00	\$100.00
Security Bond – Community Hire	\$1,000.00	\$1,000.00
Security Bond – Standard Hire	\$2,000.00	\$2,000.00

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

Fees and charges

	2020/21 Fee (incl. GST if applicable)	2021/22 Fee (incl. GST if applicable)
Finance and project management		
Rates		
Land Information Certificates	\$27.00	\$27.40
Urgent Land Information Certificates	\$97.40	\$99.10
Financial management		
Dishonoured Cheques	\$46.20	\$46.20
Merchant surcharge - American Express	0.65 %	0.65 %
Merchant surcharge - Eftpos and Debit cards	0.59 %	0.59 %
Merchant surcharge - Visa / Mastercard Credit cards	1.16 %	1.16 %
Reprint of prior years' rates notice	\$12.00	\$12.20
Governance		
Freedom of Information requests (excluding photocopying charges)	\$29.60	\$30.10
Photocopying A4 per copy black and white	\$0.20	\$0.20
Photocopying A4 per copy colour	\$1.00	\$1.00
Search Fees - charge rate is per hour	\$22.20	\$22.55

462.98

up 16.6%

**Population density
per length of road**

Population / kilometres of local road

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 which we will also report against. 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 2016/17	Result 2017/18	Result 2018/19	Result 2019/20	Budget 2020/21
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,818.52	\$1,960.69	\$1,977.99	\$1,989.31	\$1,901.30
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$5,5739.61	\$5,659.57	\$6,287.75	\$6,175.51	\$6,935.59
Population density per length of Road [Municipal population / Kilometres of local Roads]	401.75	416.59	425.56	436.23	462.98
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,730.46	\$1,785.99	\$1,805.92	\$1,827.14	\$1,775.16
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$110.68	\$100.75	\$97.92	\$93.40	\$88.91
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic 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
 - non-monetary asset contributions
 - contributions to fund capital expenditure from sources other than those referred to above
- “infrastructure” means non-current property, plant and equipment excluding land
- “local Road” means a sealed or unsealed Road for which the Council is the responsible Road authority under the Road Management Act 2004
- “population” means the resident population estimated by Council
- “own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)
- “relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA
- “SEIFA” means the Socio-Economic Indexes For Areas published from time to time by the Australian Bureau of Statistics on its website
- “unrestricted cash” means all cash and cash equivalents other than restricted cash.

Financial performance indicators

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

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

Indicator / measure	Forecast 2020/21	Budget 2021/22
Operating position		
Adjusted underlying result [Adjusted underlying surplus (deficit) / Adjusted underlying revenue]	(5.2 %)	(2.0 %)
Liquidity		
Working capital [Current assets / Current liabilities]	284.0 %	328.8 %
Unrestricted cash [Unrestricted cash / Current liabilities]	99.6 %	129.1 %
Obligations		
Loans and borrowings [Interest bearing loans and borrowings / Rate revenue]	5.6 %	0.0 %
Loans and borrowings [Interest and principal repayments / Rate revenue]	0.3 %	5.7 %
Indebtedness [Non-current liabilities / Own source revenue]	2.1 %	2.0 %
Asset renewal [Asset renewal expenditure / Depreciation]	43.0 %	72.5 %
Stability		
Rates concentration [Rate revenue / Adjusted underlying revenue]	62.2 %	59.1 %
Rates effort [Rate revenue / Property values (CIV)]	0.19 %	0.19 %
Efficiency		
Expenditure level [Total expenditure / Number of assessments]	2,979	3,053
Expenditure level [Specific purpose grants expended / Specific purpose grants received]	100.0 %	100.0 %
Revenue level [Average rate revenue / Number of assessments]	1,625	1,836
Workforce turnover [No. of resignations and terminations / Average number of staff]	10.0 %	10.0 %

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. The underlying deficits in financial years 2020/21 and 2021/22 are due to the Customer Experience Program over the period. New waste

services projected to commence in 2022/23 (FOGO) and 2023/24 (glass recycling) will result in underlying deficits.

- Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to remain at an acceptable level over the period.

Projection 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Trend
0.5 %	[0.8 %]	[0.2 %]	0.9 %	1.2 %	0.8 %	1.4 %	1.2 %	0.9 %	▲
304.7 %	287.7 %	295.5 %	309.8 %	324.4 %	332.0 %	337.6 %	341.9 %	343.9 %	▲
121.4 %	106.1 %	114.7 %	126.0 %	137.7 %	142.7 %	149.7 %	155.3 %	158.3 %	▲
0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	▲
0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	▲
1.9 %	1.9 %	1.9 %	1.8 %	1.8 %	1.8 %	1.8 %	1.8 %	1.9 %	▲
84.2 %	80.4 %	76.5 %	75.0 %	75.0 %	75.0 %	75.0 %	75.0 %	75.0 %	▬
59.0 %	59.3 %	59.3 %	59.2 %	59.3 %	59.5 %	59.6 %	59.9 %	60.2 %	▼
0.19 %	0.19 %	0.18 %	0.18 %	0.18 %	0.18 %	0.18 %	0.18 %	0.18 %	▲
3,048	3,129	3,173	3,190	3,236	3,294	3,338	3,391	3,452	▲
100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	▬
1,858	1,889	1,921	1,952	1,983	2,018	2,059	2,095	2,131	▲
10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	▬

- 3. Debt compared to rates** – Council plans to retire the existing \$7.5 million debt in 2021/22. Council has the capacity to use debt to respond to financial risks over the period.
- 4. Asset renewal** – This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline

in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

- 5. Rates concentration** – Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. Trend indicates Council will become more reliant on rate revenue to all other sources.

Glossary

Term	Definition
Act	Local Government Act 2020
Accounting Standards	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for Corporations law entities under s296 of the Corporations Act 2001. They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from sources other than grants and non-monetary contributions.
Adjusted underlying surplus (or deficit)	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council which excludes the masking of the net surplus (or deficit) by capital-related revenue.
Annual budget	Plan under Section 127 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.
Annual report	The annual report prepared by Council under sections 131, 132 and 133 of the Act. The annual report to the community contains a report of operations and audited financial and performance statements.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to beneficiaries.
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Asset upgrade expenditure	Expenditure that: <ol style="list-style-type: none"> 1. enhances an existing asset to provide a higher level of service or 2. increases the life of the asset beyond its original life.
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Balance sheet	The balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year. The balance sheet should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.

Term	Definition
Comprehensive income statement	The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
Financial Statements	<p>Sections 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act require the following documents to include financial statements:</p> <ul style="list-style-type: none"> - Strategic Resource Plan - Budget - Annual Report. <p>The financial statements to be included in the Budget include:</p> <ul style="list-style-type: none"> - Comprehensive Income Statement - Balance Sheet - Statement of Changes in Equity - Statement of Cash Flows - Statement of Capital Works. <p>The financial statements must be in the form set out in the Local Government Model Financial Report</p>
Statement of capital works	The statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works should be prepared in accordance with Regulation 9 of the Local Government (Planning and Reporting) Regulations 2014.
Statement of cash flows	The statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of a reconciliation between the opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.
Statement of changes in equity	The statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The statement of changes in equity should be prepared in accordance with the requirements of AASB 101 Presentation of Financial Statements and the Local Government Model Financial Report.
Budget preparation requirement	<p>Under the Act, a Council is required to prepare and adopt an annual budget by 30 June each year.</p> <p>The Local Government Amendment (Performance Reporting and Accountability) Bill 2013 amends the date the budget must be adopted to 30 June each year – refer Section 11(1) of the Bill. This amends Section 130 (3) of the Act.</p>

Term	Definition
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	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.
Carry forward capital works	Carry forward capital works are those that are incomplete in the current budget year and will be completed in the following budget year.
Council Plan	Means a Council Plan prepared by Council under Section 125 of the Local Government Act 1989. This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework.
Department of Environment, Land, Water and Planning (DELWP)	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP).
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes.
External influences in the preparation of a budget	Matters arising from third party actions over which Council has little or no control e.g. Change in legislation.
Financial sustainability	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity and borrowings not falling within the definition of cash.
Four-way budgeting methodology (Strategic Resource Plan)	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	Non-current property, plant and equipment excluding land.

Term	Definition
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal influences in the preparation of the budget	Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Key assumptions	When preparing a balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, Regulations and other laws and statutes which set a Council's governance, planning and reporting requirements.
Local Government Model Financial Report	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.
Local Government (Planning and Reporting) Regulations 2014	Regulations, made under Section 243 of the Act prescribe: <ul style="list-style-type: none"> a) The content and preparation of the financial statements of a Council b) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council c) The information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report.
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist.
Non-financial resources	Means the resources other than financial resources required to deliver the services and initiatives in the budget.
Non-recurrent grants	Means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.

Term	Definition
Operating expenditure	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.
Operating performance	This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.
Operating revenue	Operating revenue is defined as inflows or other enhancements or savings in outflows of future economic benefits in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.
Own-source revenue	Means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).
Performance statement	Means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Rate structure (rating information)	Site value (SV), capital improved value (CIV) or net annual value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum or rate levels and increases from year to year are made as part of Council's long-term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	Local Government (Planning and Reporting) Regulations 2014.
Restricted cash	Cash and cash equivalents, within the meaning of AAS, that are not available for use other than a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	The revised budget prepared by a Council under Section 128 of the Act. Section 128 of the Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act	The purpose of this Act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the Local Government Act 1989

Term	Definition
Services, initiatives and major initiatives	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan. The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature 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>
Statement of Capital Works	Means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance with the model statement of capital works in the Local Government Model Financial Report.
Statement of Human Resources	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.

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



Council Plan 2021-31

Volume 2

City of Port Phillip

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