



City of Port Phillip

2011/2012
Budget



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1 BUDGET

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Mayor's Introduction

As we enter the third year of our four year council plan, we continue to build on our four key directions, engaging and governing the city; taking action on climate change; strengthening our diverse and inclusive community and enhancing liveability.

Community input and feedback throughout the past year has helped shape this Budget and council plan.

The 2011/12 budget has focused on taking action on climate change and making the City of Port Phillip more sustainable. We have also aimed to enhance a range of important services while maintaining a sound financial position.

Addressing climate change is a priority for this Council and that is why we are investing \$8.5 million in initiatives that support action on climate change- initiatives which will aim at a reduction in council or community consumption and emissions.

Some of the proposed sustainability initiatives in this budget include:

- Planting 1400 new trees across the City (\$700K)
- South Melbourne Market roof development (\$1.5M)
- The new drainage renewal program (\$845K)
- Converting public lighting to more sustainable fittings (\$500K)
- Implementing the Greenhouse Action Plan (\$240k), sustainable transport policies (\$215K), and Climate Adaptation Plan (\$190k)
- Continuing the environmental retrofits of Council owned buildings (\$500K)
- Continuing the Port Phillip and Bayside Stormwater Harvesting Partnership (\$430K)
- Implementing the Integrated Water Management Plan including renewal of irrigation systems (\$705k)

The proposed Budget demonstrates prudent financial management in light of externally imposed cost increases such as the State Government's waste levy of \$405,000 and the MFB fire services levy of \$148,000. The proposed increase of 6.5% in Council rates needs to be considered in the context of these changes to the Council's cost structure. In recognition of the impact that this rate rise could have on pensioners Council has increased the pensioner rate rebate from \$103.00 to \$136.00. Coupled with the State Government rebate of \$193.40, this provides effective rate relief of \$329.40 to eligible pensioners.

Council is committed to maintaining and enhancing Port Phillip's assets for future generations. We have committed to an expanded capital works program of \$31.968 million and this program includes a number of projects that will enable us to deliver on key policy objectives of providing childcare, improving parks and gardens, pedestrian safety, cycling and walking and improved streetscapes.

We welcome feedback on the draft council budget and invite you to have your say as part of ongoing conversations about the future of our city.

Mayor
City of Port Phillip

Budget Summary

The 2011/2012 budget is a future focused and financially responsible proposal that is targeted at ensuring Council's emerging and continuing priorities are appropriately resourced.

The focus in developing this Budget has been on ensuring that the new Council initiatives that have been identified to support the delivery of its four Strategic Objectives receive appropriate funding. While a number of these initiatives have received specific funding, provision has also been made within the Capital Works budget and the ongoing operating budget for the delivery of these initiatives.

The 2011/2012 budget proposes a balanced budget for the year.

Drivers for the Budget

The key driver for this year's budget is the 2009-2013 Council Plan which has been developed and will be advertised and consulted on concurrently with the budget. The Council has identified four Strategic Objectives in the Council Plan:

- Engaging and Governing the City
- Taking Action on Climate Change
- Strengthening our Diverse and Inclusive Community
- Enhancing Liveability

Budget Influences

The rebound in the Australian economy has eased over the past year with a softening in consumer sentiment and a moderation of the mini real estate boom that occurred in 2009 and 2010. This has impacted Council on a number of key fronts including the following:

- Council revenue from property related transactions (planning applications, developer contributions and the sale of property information) has stabilised in line with the mature property market.
- The fact that the City has continued to enjoy above average population growth has had an impact on the cost of providing services to the community. This manifests itself in increased contractual costs for waste collection and disposal, increased demand for social services especially child care and more intensive use of community facilities.
- Parking revenue has increased by \$0.980 million in the 2011/12 budget. This increase can be attributed to an increase in visitation, new ticket machines and improved enforcement. Forward budget estimates for parking revenue have parking fees increasing in line with CPI with parking fines expected to grow at a marginally lower rate.
- While the drought was broken in 2010/2011, the unseasonal high rainfall during the summer has impacted the cost of our infrastructure maintenance (especially drainage) and also resulted in additional beach cleaning costs. Notwithstanding the better rainfall, Council can still be expected to incur higher water costs in 2011/12 which are linked to higher tariffs and the need to water sportsgrounds following the relaxation of watering restrictions.
- Labour costs are linked to the Enterprise Agreement which will provide for salary increments averaging 4.0% over the coming four years. Staffing levels have also increased due to the substitution of staff for contract labour, provision for new staff to support the expanded child care services, service growth especially within the sustainability and planning functions and the implementation of the IT strategy.
- Progression and implementation of a number of initiatives that are designed to address the impact of Climate Change across the City and which will increase the emphasis on engaging the community to reduce their carbon footprint.
- The development and construction of two large integrated Family and Children's centres in St Kilda and Liardet Street, Port Melbourne.

Financial Review

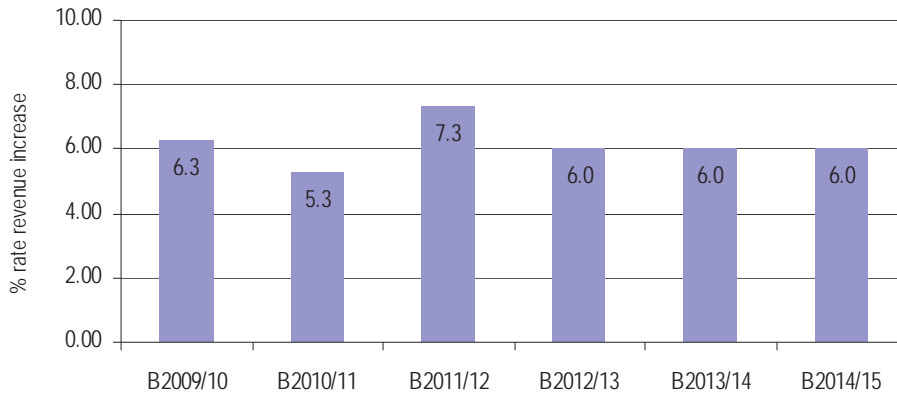
The proposed 2011/2012 budget builds on the financial principles that Council adopted in December 2006. This is demonstrated by the adherence over the term of the plan to the overarching principles that require Council to:

- Achieve long term income and expenditure neutrality while keeping rates growth within the average for the sector.
- Achieve long term cash flow neutrality while keeping rates growth within the average for the sector.
- Maintain reserves at levels that provide a buffer for large unexpected short term cash flow fluctuations.
- Ensure Council's long term capital program fully funds asset renewal requirements.

Council has prepared a Budget for the 2011/12 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, parking revenue, operating result, service levels, cash and investments, capital works, financial position and financial sustainability of the Council.

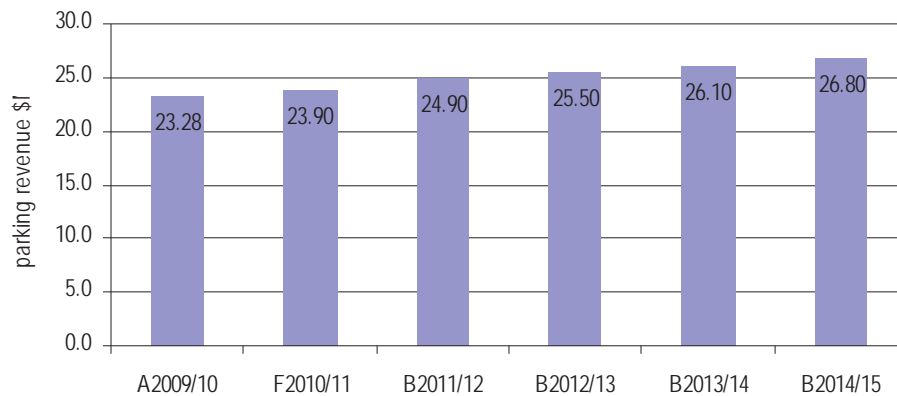
Income

Rates



The Budget proposes an increase of 7.32% (\$6.037 million) in rates revenue for the 2011/2012 year. This increase comprises two components, price (6.50%) which represents the increase in the rate in the dollar and volume (0.94%) which represents new properties or assessments that were created during 2010/2011. This has been partially reduced by the increase of \$90K in the pensioner rate rebate of (0.12%). The rate increase is higher than the level of 6.0% foreshadowed in Council's current strategic resource plan due to the need to fund an increase of \$2.5 million in the sustainability program and the externally imposed increases of over \$500K for the waste levy and MFB fire services levy.

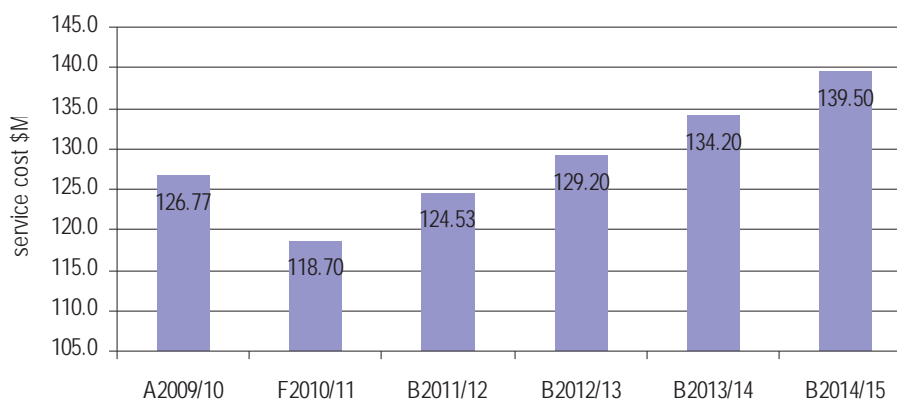
Parking



Parking revenue is projected to increase by 4.10% (\$980K) in 2011/12 compared to the 2010/11 original budget. This increase is due to increases in paid parking fees and efficiencies arising from the purchase and upgrade of parking machines as well as improved contractor performance.

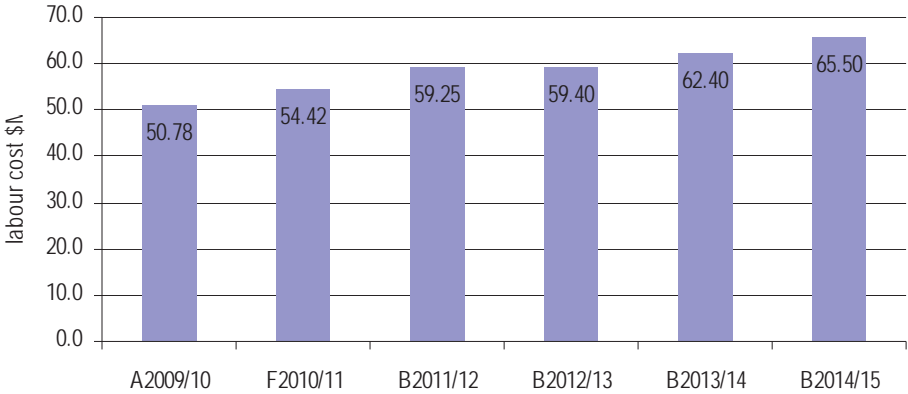
Expenditure

Services



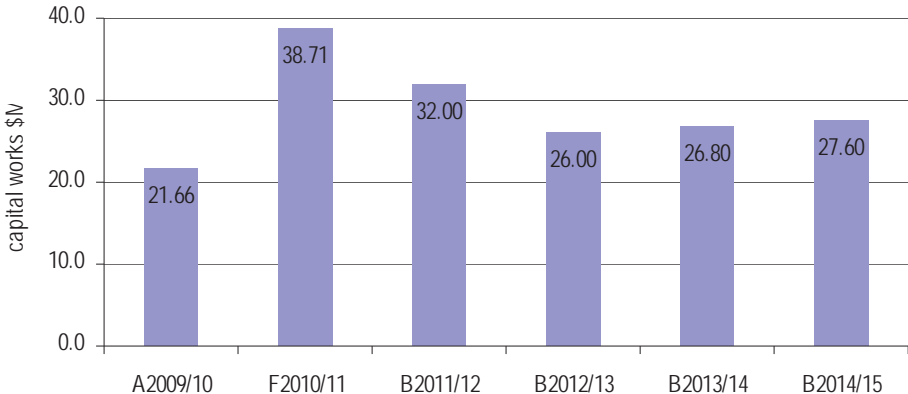
The cost of services delivered to the community for the 2011/12 financial year is expected to be \$124.53 million. An increased focus on addressing the impact of climate change has resulted in an increase in the operating budget for sustainability and associated projects of \$777K. External cost pressures, most notably the EPA waste levy and new assets that Council is required to maintain have also impacted the expenditure growth of 5.14%.

Labour



Council’s expenditure on employee benefits is expected to increase by 4.00% in 2011/12. The forecast 2010/11 labour expenditure has been inflated by a one off settlement of \$2.040 million for the unfunded superannuation liability. The budget for 2011/12 includes salary costs of \$2.6 million for the JV Streetsahead project. This is fully funded through contract income.

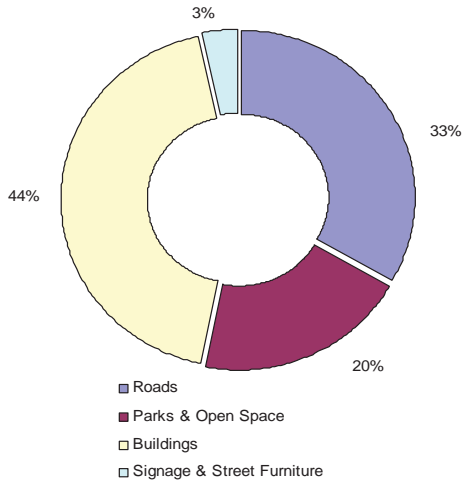
Capital Works



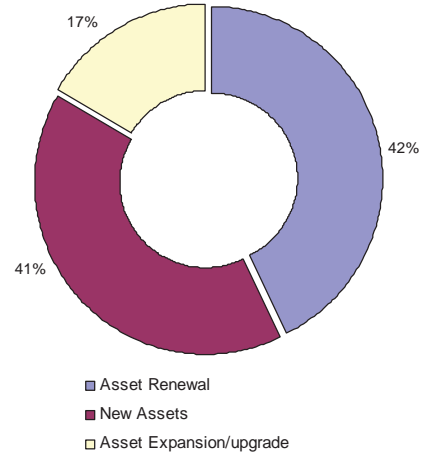
The capital works program for the 2011/12 year is expected to be \$31.968 million. Of the \$31.968 million of capital funding required, \$19.098 million will come from rates, \$5 million from borrowings, \$3.730 million from external income (grants and contributions) and the balance of \$4.140 million from reserves.

The charts below depict Council’s capital works program according to the asset type (roads, open space, buildings etc) and the nature of the works (renewals, enhancements and new assets). While Council’s capital works investment has grown significantly over the past 10 years, this growth has been driven to a large extent by asset enhancements and new assets with renewals expenditure increasing at a lower rate. It is also noteworthy that there is a greater emphasis on buildings and parks relative to their overall value than on drains, roads and footpaths.

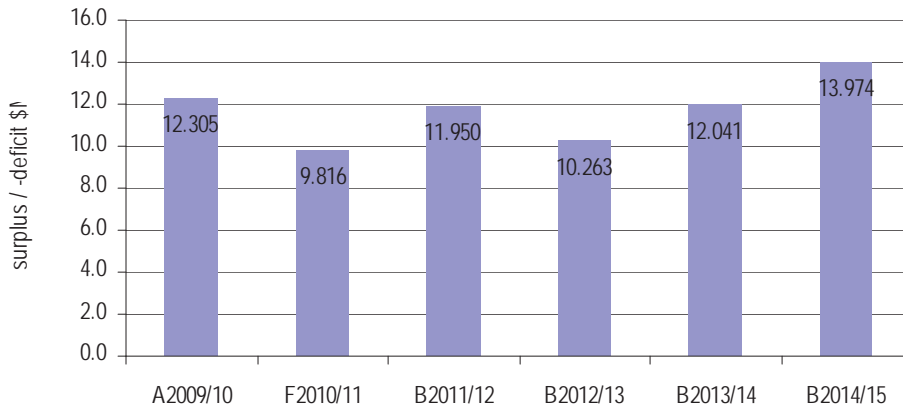
Budgeted new capital works 2011/12 Category Of Works



Budgeted new capital works 2011/12 Classification of Works



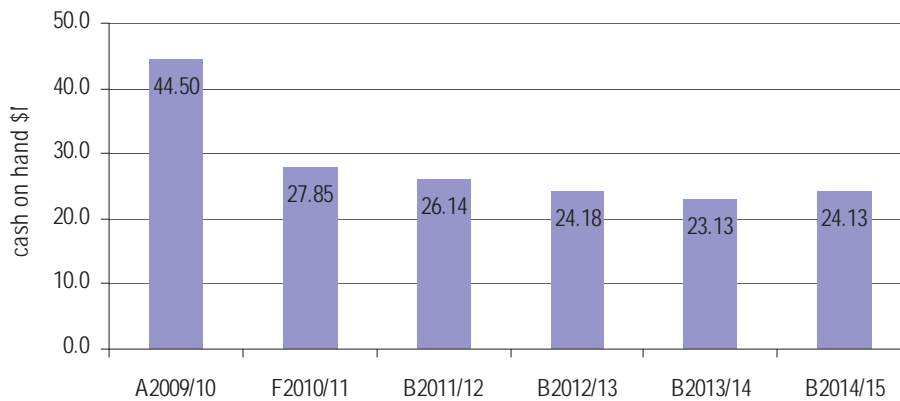
Operating Result



The expected operating result for the 2011/12 year is a surplus of \$11.950 million (2010/11 – forecast surplus \$9.816 million). This will enable Council to fund the increased capital program and deliver a balanced budget.

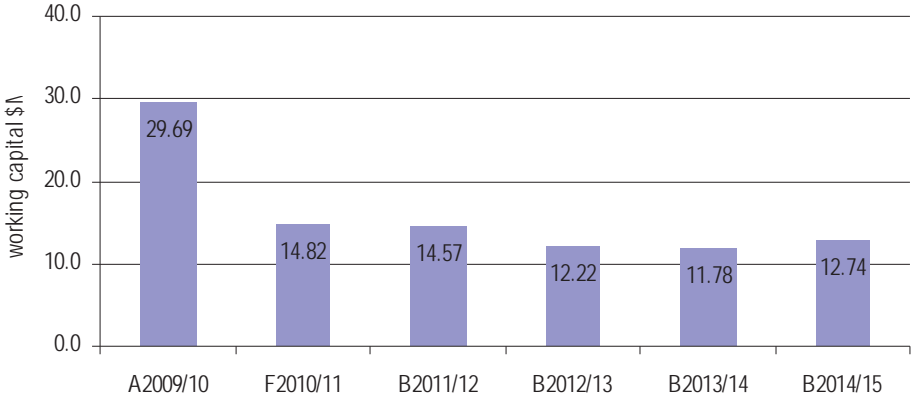
Balance Sheet

Cash & Investments



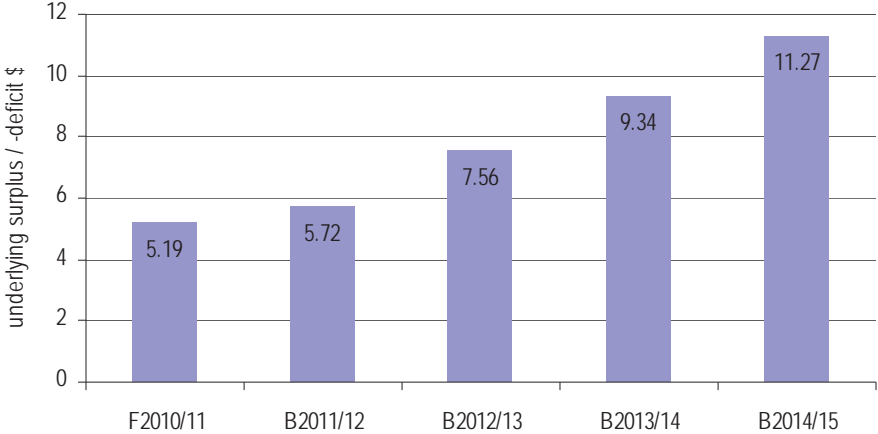
Cash and investments are expected to decrease by \$18.362 million during the 2 years ending 30 June 2012 to \$26.138 million. This is mainly due to the assumption that the capital works carry over of \$12.055 million will be fully expended in 2011/12. The budget also proposes a net drawdown of \$2.205 million on Council reserves in the 2011/12 financial year with new borrowings of \$5.000 million partially offsetting the drawdown upon cash reserves detailed above.

Financial Position



Council’s budget projects a reduction of \$15.12 million in its net working capital balance over the two years ending 30 June 2012 due to the expectation that the capital works carry over of \$12.055 million will be expended. This will leave the City with a net working capital balance of \$14.574 million and a working capital ratio of 1.65:1. Forward budget projections for net working capital are expected to decrease to \$12.744 million (working capital ratio 1.57:1) by 2014/15.

Financial Sustainability



A high level Strategic Resource Plan for the years 2011/12 to 2014/15 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council’s strategic objectives as specified in the Council Plan. The Plan projects that Council’s underlying operating result will remain at a significantly high level, allowing Council to use the surplus funds for capital works projects.

This budget has been developed through a rigorous process of consultation and review and management endorses it as financially responsible. More detailed budget information is available throughout this document.

Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Act and Regulations.

The preparation of the budget begins with Council identifying the priorities that they wish to fund in the budget. While these priorities are generally linked to the four strategic objectives articulated in the Council Plan, emerging issues of importance are also escalated for funding consideration.

A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted and a copy submitted to the Minister by 31 August each year. The key dates for the budget process are summarised below:

Budget process		Timing
1	Council identify and shortlist priorities for funding in the budget	February to March 2011
2	Council considers Budgets at informal briefings	April 2011
3	Proposed budget submitted to Council for approval	9 May 2011
4	Public notice advising intention to adopt budget	11 May 2011
5	Budget available for public inspection and comment	11 May 2011
6	Budget information session	26 May 2011
7	Community engagement process undertaken	11 May 2011 to 8 June 2011
8	Submissions period closes (28 days)	8 June 2011
9	Submissions considered by Council	14 June 2011
10	Budget and submissions presented to Council for adoption	27 June 2011
11	Copy of adopted budget submitted to the Minister	31 August 2011

1. Linkage to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term (Council Plan 2009 - 2013) and short term (Annual Budget 2011/2012) and then holding itself accountable to these plans (Audited Statements).

Council is required under legislation to prepare a Council Plan which includes a Strategic Resource Plan and submit this to the Minister. Legislation binds Council to use the terminology to describe the planning framework embodied in these documents.

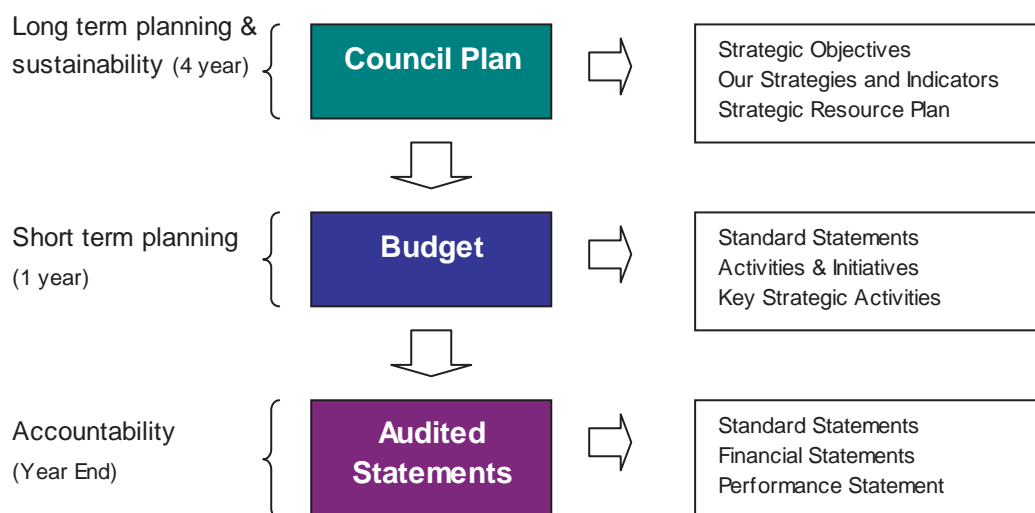
Each newly elected Council is required to develop a new 4 year Council Plan. In 2008-09, Councillors began the development of the 2009-2013 Council Plan with a significant engagement and consultation process to assist in the development of the strategic directions that formed the basis of the Plan.

Council commenced the review of the 2009-2013 Council Plan. During February and March 2011, Council held 5 conversation tents at locations across the municipality to gather feedback from the community on the strategic directions in the Council Plan. The feedback has informed Council in the preparation of the third year of the 2009-2013 Council Plan.

1.1 Strategic planning framework

The Strategic Resource Plan, included in the Council Plan, summarises the financial and non-financial impacts of the objectives and strategies and determines the sustainability of these objectives and strategies. The Strategic Resource Plan has been prepared to assist Council in adopting a budget within a longer term prudent financial framework.

The Annual Budget is then framed within the Strategic Resource Plan, taking into account the activities and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the strategic planning framework of Council.



The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a Council Election and is reviewed each year by February to ensure that there is sufficient time for officers to develop their Activities & Initiatives and Key Strategic Activities in draft form prior to the commencement of the Annual Budget process in March. It also allows time for targets to be established during the Strategic Resource Planning process to guide the preparation of the Annual Budget

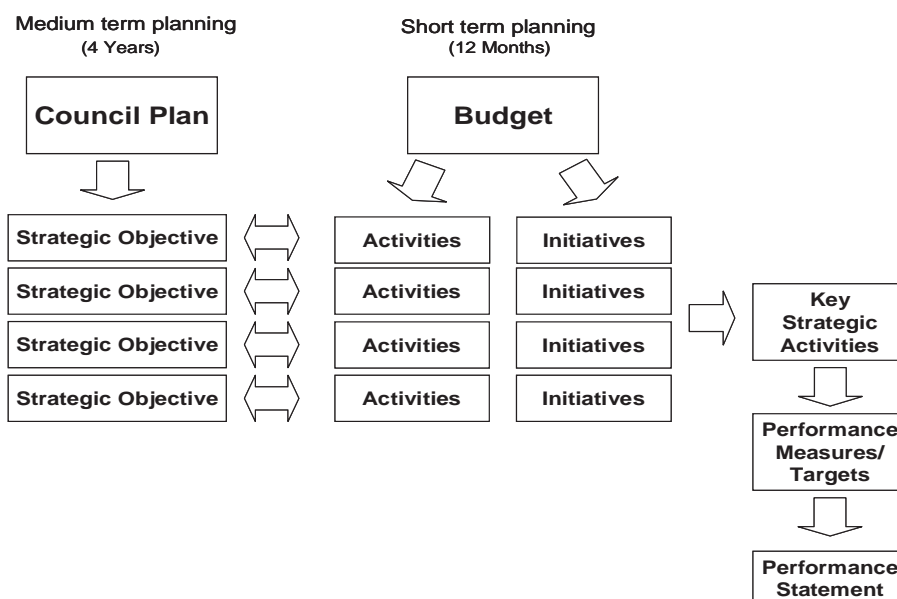
1.2 Strategic objectives

In the 2011/12 financial year, Council will deliver a range of activities and initiatives that will contribute to the achievement of one or more of the four Strategic Objectives as set out in the Council Plan for 2009-2013. These Strategic Objectives as described in the Council Plan are as follows:

Strategic Direction	Strategic Sub-theme
1. Engaging and Governing the City	Value and utilise skills and knowledge in the community
2. Taking Action on Climate Change	Reducing consumption and emissions
3. Strengthening our Diverse & Inclusive Community	Ensure the quality and accessibility of children's and family services
4. Enhancing Liveability	Caring for our natural environment

2. Activities, initiatives and key strategic activities

This section provides a description of the activities and initiatives to be funded in the Budget for the 2010/11 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of key strategic activities and performance targets and measures in relation to these. The relationship between these components of the Budget and the Council Plan is shown below.



2.1 Strategic Objective 1: Engaging and governing the city

Activities

Service Category	Description	Expenditure
		(Revenue) Net Cost \$'000
Chief Executive Officer, Executive Team & Internal Audit	This area provides executive leadership through the coordination of policy development, communication of strategic directions and performance monitoring.	2,782 0 2,782
Mayor & Councillors Office	This area provides administrative support and assistance to the Mayor and Councillors and handles enquiries and complaints from the public.	761 0 761
Meetings & Events	This area manages the business of civic, community and commercial events and services at the Council meeting rooms, town halls, open spaces and minor foreshore events.	918 -650 268
Communication & Engagement	This area provides advice to Council and the organisation regarding community engagement and delivers strategic media, government and community relations through various information channels to enable the Council to disseminate information to the community.	1,423 0 1,423
Information Systems	This area engages with the organisation and provides support to deliver on organisational priorities and improved service delivery to the community through information and communication technology.	7,097 0 7,097
Chief Financial Officer & Financial Management	This area ensures the effective management and control of the Council's financial resources. Provides strategic financial management and leadership, budgeting and financial performance monitoring, preparation of annual financial statements and treasury management	816 -2,489 -1,673
Financial Compliance and Payables	This area undertakes due diligence reviews, monitors the application of internal controls and provides cost effective and efficient accounts payable services.	225 0 225

Rates and Valuations	The rates area maintains the municipal property rating database, facilitates the collection of rates and charges from the residents and ratepayers of Council and provides property information to the general public.	1,314 <u>-164</u> 1,150
Payroll	This area provides cost effective and efficient payroll services whilst maintaining and developing Council's Human Resource Information System.	296 <u>0</u> 296
Council Planning & Performance	This area supports Council's annual business planning, provides project management support and advice and undertakes performance monitoring and reporting.	388 <u>0</u> 388
People & Organisational Development	This area supports Council's management and staff to deliver the best service they can to the community by providing strategic advice in the areas of human resources and organisational development.	1,776 <u>0</u> 1,776
Customer Contact Services - ASSIST	The ASSIST team provides key information via direct telephone, service desk and online request services and is the primary interface between Council, the community and the delivery of services.	1,477 <u>0</u> 1,477
Customer Service Systems	This area assists the organisation in undertaking community research and improving customer related processes and systems.	506 <u>0</u> 506
Contracts & Purchasing	This area provides advice to the organisation on procurement, tendering and contracting matters, facilitates the tender processes and contract execution, implements improvements to tendering and contracting procedures, keeps accurate records of tenders and contracts, and reports regularly on contracts and vendor compliance.	968 <u>0</u> 968
Governance	This area supports Council's decision making processes, records management, compliance with legislation and minimisation of risk to enable the Council to meet community needs transparently.	5,188 <u>-53</u> 5,135
Funded Initiatives	For further details in regards to these initiatives please see below.	556 <u>0</u> 556

Funded Initiatives

- 1) Domestic Animal Management Plan review
- 2) Review of Local Laws - Legal Fees
- 3) Remote inspection and cleaning of stormwater drains
- 4) Undertake a comprehensive building audit, including an assessment of premises access according to current Disability Discrimination Act (DDA) guidelines
- 5) Heritage & Art Collection Storage - Feasibility Study
- 6) Implement actions from the Communications & Engagement Strategy
- 7) Asset condition audits - undertake audits of asset classes to ensure up to date, accurate data within the Hansen system
- 8) Develop and implement the Service Excellence project - an organisation-wide program to improve service to internal and external customers
- 9) Improve public information on family, youth and children's services in CoPP
- 10) Housing - community engagement framework for residents living in public housing estates being included in Council decision making
- 11) Other Projects
- 12) Homeless Action Strategy 2008-2013 - develop a rooming house accord
- 13) Development and assessment of building maintenance contracts

Key strategic activities

Strategic Direction	Strategic Sub-theme	Key Strategic Activity	No.	Indicator	Target	Source
1. Engaging and Governing the City	1.1 Value and utilise skills and knowledge in the community	Implement actions from the communications and engagement strategy	1.1	Actual expenditure against budgeted	\$25K +/- 10%	Financial Reports
			1.2	Percentage of year one actions commenced or completed	95%	Communications & Engagement Strategy
			1.3	Percentage of staff identified as requiring training that are trained in community engagement process & practices	70%	Staff requiring training will be identified in the coming financial year.
			1.4	Community satisfaction with Council's engagement with the community in decision making on key local issues	70 (indexed mean)	Department of Planning & Community Development annual community satisfaction survey

2.2 Strategic Objective 2: Taking action on climate change

Activities

Service Category	Description	Expenditure (Revenue) Net Cost \$'000
Sustainable Policy	This area delivers a range of programs and events designed to engage the community to take action on climate change. Our programs aim to both directly reduce environmental impact and build our community resilience.	617 <u>0</u> 617
Sustainable Programs	This area leads the delivery of projects aimed at achieving a sustainable environment for the City and the organisation. Includes strategic planning in the areas of water, greenhouse and climate change adaptation.	639 <u>-22</u> 617
Sustainable Transport	This area leads the Council's activity relating to the safe and efficient movement of people and goods. Includes strategic planning for walking, cycling, parking and public transport in the municipality. Also manages Council's vehicle fleet.	518 <u>-42</u> 476
Funded Initiatives	For further details in regards to these initiatives please see below.	1,508 <u>0</u> 1,508

Funded Initiatives

- 14) Building Sustainability: managing buildings for greater energy efficiency
- 15) Deliver "Climate Challenge 1000" community program 2011/12
- 16) SOCs and Blocks - creating Sustainable Owner's Corporations and Apartment Blocks
- 17) CitySwitch - continued council participation in national commercial office energy efficiency program
- 18) Implement the Water Plan
- 19) Additional projects to implement the Sustainable Transport Strategy (STS) (car share, car free, parking policy development & further implementation of the STS)
- 20) Implement the Climate Adaptation Plan
- 21) Deliver Challenge to Change community program
- 22) Deliver "EnviroEvents" community program 2011-12
- 23) Tomorrow's Leaders - An integrated program of educational, practical project, and leadership activities delivered in schools to help young people understand the key principles and issues of sustainability
- 24) Partner in the development of the "5 Star Sustainable Early Childhood Centre" program
- 25) Continuation of increased Waste Recovery Recycling Initiatives at Resource Recovery Centre.
- 26) Green Precincts Development Module - Initiate a pilot "Green Precincts" module, which aims to minimise its ecological footprint
- 27) Adopting & implementing Council's new sustainable transport policy
- 28) Implement the Streetscape Implementation Plan
- 29) Education and awareness programs - Implementation of a communications plan for Sustainability, addressing IT needs and continuation of Local Action Planning
- 30) Support the implementation of the Greenhouse Action Plan via ongoing actions and key strategic projects.
- 31) Travelsmart Officer and program budget - Funds for a Travel Smart program targeting schools and families through CoPP to increase the take up of active travel

Key strategic activities

Strategic Direction	Strategic Sub-theme	Key Strategic Activity	No.	Indicator	Target	Source
2. Taking Action on Climate Change	2.1 Reducing consumption and emissions	Implement SOCs and Blocks program from the Towards Zero Strategy Objective: To reduce environmental impact from common areas in apartment blocks, and improve the capacity of owner's corporations to respond to climate change.	2.1	Actual expenditure against budgeted	\$100K +/- 10%	Financial Reports
			2.2	Percentage of project milestones completed on time	95%	Project milestones to be determined.
			2.3	Number of participating apartment blocks	25	Council records
			2.4	Percentage of participants that report an improvement in their capacity to respond to climate change	70%	Pre and post participation survey. Survey to be determined.

2.3 Strategic Objective 3: Strengthening our diverse and inclusive community

Activities

Service Category	Description	Expenditure
		(Revenue) Net Cost \$'000
Family Services	This area provides Maternal & Child Health services; school holiday programs; confidential support for families with children under the age of 18 years who are experiencing difficulties; oversight of a variety of service agreements with community support agencies.	3,117 <u>-1,139</u> 1,978
Children Services	This area provides management of Child Care Centres within the municipality (St Kilda CCC, Clark St CCC, Coventry St CCC, North St Kilda CCC) and support to community run child care centres; registration and updates to the centralised child care waiting list; home based child care; respite care and assistance to families with children and young people with disabilities; support to playgroups.	10,111 <u>-7,489</u> 2,622
Community Care	This area supports the aspirations of older residents, residents with a disability and their carers to remain living and participating within the community, thereby reducing social isolation and supporting connectedness. Services include Home Support; Personal Care; Respite Care; Property Maintenance; Delivered Meals; Community Meals Subsidy Program.	5,274 <u>-3,373</u> 1,901
Health Services	This area aims to enhance public health by managing the registration of all premises as required under the Health Act, the city's immunisation program and the enforcement requirements of the Food Act, Health Act and Tobacco Act.	1,266 <u>-684</u> 582
Recreation	This area supports sporting clubs and facilities; permitting events and commercial activities in the public domain including the foreshore; lifestyle and leisure program; Joint Council Access for All Abilities recreation and arts program; development of leisure activities.	1,501 <u>-656</u> 845
Arts & Festivals	This area coordinates the St Kilda Festival and St Kilda Film Festival; Gasworks Art Park and Linden Gallery service agreements; supporting local artists; Esplanade Arts & Crafts Market; inclusive arts programs; Council's art collection and gallery; heritage services.	4,914 <u>-1,676</u> 3,238
Libraries	The area provides library services including free access to educational and recreational resources including books, magazines, DVDs and CDs; online databases; public internet access; programs and events; local history services; inter-library loans.	3,412 <u>-566</u> 2,846
Youth Development and Planning	This area coordinates youth services and oversees service agreements with youth service providers; operates two staffed adventure playgrounds in St Kilda and South Melbourne.	1,189 <u>-354</u> 835
Disability, Access and Inclusion	This area coordinates Metro Access; Multicultural liaison; Social Support; Community Transport; Social Meals in Rooming Houses Program; Social Support and Recreation; Linking Neighbours Program; Seniors Register	1,622 <u>-670</u> 952
Community Health & Development	This area ensures the development and implementation of the Council's Municipal Health and Wellbeing Plan and delivers over 50 projects per year.	667 <u>-246</u> 421
Social Planning & Policy	This area supports the management and analysis of Council's demographic data and forecast data; coordinates Council's annual logometrix study around functionality of council managed facilities; develops and implements social policy incorporating emerging issues and trends; Homelessness strategy and implementation	977 <u>-93</u> 884
Community Sector Strengthening	This area implements a number of projects aimed at engagement and capacity building of community organisations and individuals.	1,185 <u>-272</u> 913
Funded Initiatives	For further details in regards to these initiatives please see below.	466 <u>0</u> 466

Funded Initiatives

- 33) Regional Meals Kitchen Transition
- 34) Student Retention Pilot (Year 2)
- 35) Implement Conversations@Emerald Hill - a series of forums
- 36) Emerald Hill re-vision implementation
- 37) Social and Cultural Policy and Planning Framework - respond to demographic change and implications for council services
- 38) Indigenous Policy & Strategy - development of Reconciliation Action Plan (RAP) and implementation
- 39) Home & Community Care Active Service Model - pilot project
- 40) Ageing Well in Port Phillip Strategy - Review and update strategy to reflect changes in demographic data, community needs and inform service planning
- 41) Social Justice Charter - development and implementation of action plan
- 42) Multicultural Framework - Review and improve policies and accessibility of services to established and emerging multicultural groups, develop organisation internal branding
- 43) Lagoon Reserve Soil/Environmental Assessment
- 44) Municipal Early Years Plan/Early Childhood Care & Education Policy implementation - alternative funding to be pursued
- 45) Skinners Breakfast Club Pilot - alternative funding to be pursued
- 46) Children's Services Futures Project - investigations into options for future improvements to delivery of childcare service particularly day care, with a view to responding to community demand for services
- 47) Gatwick Project - assist the St. Kilda Community Housing Group with their transition to the management of the Gatwick

Key strategic activities

Strategic Direction	Strategic Sub-theme	Key Strategic Activity	No.	Indicator	Target	Source
3. Strengthening our Diverse & Inclusive Community	3.1.6 Ensure the quality and accessibility of children's and family services	Complete the construction of the St Kilda Family & Children's Centre	3.1	Actual expenditure against budgeted	\$11.50M +/- 10%	Financial Reports (includes \$5.5M rollover from 2010/11)
		Objective: Construct a building that will support integrated services that meets the needs of children and families in the local area	3.2	Percentage of key construction milestones met	95%	Project milestones to be determined.
			3.3	Child Care Centre Capacity	Capacity of 110 places	Council records

2.4 Strategic Objective 4: Enhancing Liveability

Activities

Service Category	Description	Expenditure
		(Revenue) Net Cost \$'000
Asset Planning	This area provides strategic asset management services regarding the maintenance, construction, renewal and disposal of Council's facilities and assets, including the preparation of the capital works program. Administers external infrastructure grants such as the Victorian Stormwater Action Program, Roads to Recovery and Vic Roads roads maintenance.	2,428 <u>-102</u> 2,326
Capital Project Services	This area provides project management services for capital works; engineering and architectural advice; construction and contract management relating to Council assets.	829 <u>0</u> 829
Building Maintenance Services	This area oversees external contracts for the provision of building maintenance services for Council buildings including cleaning, plumbing, carpentry, electrical, air conditioning, painting and graffiti removal.	5,873 <u>-155</u> 5,718
Open Space Planning & Delivery	This area develops and implements open space policies and strategies; develops the public open space asset renewal and improvements program; undertakes project management for capital works relating to open space improvements; provides internal technical advice and assists local community groups.	1,182 <u>0</u> 1,182
Park Services	This area oversees external contracts for the provision of park maintenance; tree and gardens management; undertakes community education activities and advice.	7,047 <u>-85</u> 6,962
Foreshore	This area leads, develops and coordinates an integrated cross organisational approach to the planning and delivery of services for the Council foreshore; regional collaboration for the bay and represents the city on the Association of Bayside Municipalities.	139 <u>0</u> 139
South Melbourne Market	This area manages the retail spaces for permanent and temporary stallholders and the provides the retail centre with support services including marketing, maintenance, cleaning, security and waste management. The South Melbourne Market provides a market fresh shopping venue for 3.75 million shoppers per year.	3,146 <u>-4,413</u> -1,267
Infrastructure Development	This area designs, delivers and supervises road, laneway, footpath and drainage capital works renewal projects.	518 <u>0</u> 518
Infrastructure Maintenance	This area oversees external contracts responsible for the provision of maintenance of Council roads, footpaths, drains, street furniture and signs across the municipality.	4,314 <u>-73</u> 4,241
Street Cleaning	This area oversees external contracts responsible for street cleaning.	3,720 <u>0</u> 3,720
Beach Cleaning	This area oversees external contracts responsible for beach cleaning.	1,467 <u>-299</u> 1,168
Waste Management	This area oversees external contracts responsible for kerbside garbage collection; dumped rubbish; hard and green waste collection; streets and parks litter bin collection; Resource Recovery centre.	7,715 <u>-798</u> 6,917
Building Services	This area issues building permits and administers and enforces the Building Regulations, siting provisions and legal requirements concerning safety.	1,149 <u>-379</u> 770
Planning and Building Business Support	This area provides customer service and administration support to Statutory Planning, Building and Subdivision services.	651 <u>-327</u> 324

Development Compliance	This area manages the investigation and enforcement of alleged breaches of the Planning & Environment Act and the Port Phillip Planning Scheme.	635 <u>-50</u> 585
Footpath Trading and Development Permits	This area administers local laws approvals for use of the footpaths and public roads to ensure public safety and amenity.	564 <u>-2,518</u> -1,954
Statutory Planning	This area issues planning permits; controls the use and development of land; subdivisions; liquor licences; administers heritage controls and advice; sustainable urban design advice.	2,171 <u>-614</u> 1,557
Strategic Planning	This area develops the Land Use/Built Form Strategy and policy including structure plans and urban design frameworks; management of and amendments to the Port Phillip Planning Scheme; delivery of the housing program - policy, advocacy and facilitation of affordable community housing.	1,560 <u>0</u> 1,560
Places and Projects	This area provides internal and external planning and advocacy around a range of liveability topics and implementation of programs to enhance liveability including Urban Design Frameworks; public realm improvements; site specific improvements; special projects including Lower Esplanade car park site and the Footpath Trading Guidelines review.	681 <u>0</u> 681
Traffic, Transport & Parking	This area provides traffic engineering, transport and parking programs and advice; walking, cycling and public transport capital works projects; street occupation referrals; on road event traffic management; road user safety; educational and promotional programs.	722 <u>-81</u> 641
Economic Development & Tourism	This area provides support for local businesses and industry through trader liaison programs; special rate schemes; information gathering and sharing; business development; networking events and education.	721 <u>-11</u> 710
Local Laws and Animal Management	The local laws area manages the investigation and enforcement of alleged breaches of Council's local laws including issues of building site management, kerbside trading, amenity and litter control and the protection of Council's assets. The animal management area manages the procedures relating to the registration of domestic animals, the collection of stray, lost and abandoned domestic animals and the investigation and enforcement of breaches against the Domestic Animals Act and Council's local laws as they relate to domestic animals.	1,344 <u>-612</u> 732
Parking Enforcement & Administration	This area leads the management of the Resident Parking Permit scheme; management of derelict and abandoned vehicles; school crossing supervisors; tow away service operating in clearways and parking prosecution service. The administration area oversees the external contract relating to parking enforcement and infringement activities.	8,061 <u>-606</u> 7,455
Building Development & Planning	This area is responsible for developing a 10 year capital renewal program of council building assets; coordinate compliance requirements associated with essential safety measures; DDA and BCA requirements for council building assets.	169 <u>0</u> 169
Property Management	This area provides advice on property management including legislative compliance and risk management; management of council's commercial, community and residential property portfolio.	1,239 <u>-2,417</u> -1,178
Funded Initiatives	For further details in regards to these initiatives please see below.	1,205 <u>0</u> 1,205

Funded Initiatives

- 48) Review of Design and Development Overlay 3 & 4 - applying to St Kilda Road / Queens Road / Albert Road / Kings and Queens Way areas
- 49) Preparation of a Development Contributions Plan for DDO 3 and DDO 4
- 50) Master Plan Design for the integrated elements associated with the Balaclava Station Project
- 51) Amendment C73 - translation of Planning Controls Beacon Cove (residential)
- 52) Amendment C75 - translation of Planning Controls Beacon Cove (commercial)
- 53) Lower Esplanade car park site review - Develop a process to guide and facilitate the future of this site.
- 54) Amendment - Planning Scheme Implementation: Bay Street Activity Centre Structure Plan
- 55) Amendment C72 - HO3 review implementation
- 56) Port Melbourne Waterfront Urban Design Framework - Continue the final contracted stages of the Port Melbourne Waterfront Urban Design Framework
- 57) Provide for additional consultation to continue the development of a vision and Urban Design Framework for the Port Melbourne waterfront
- 58) Planning Scheme Amendment - Heritage Overlay 1 Review Implementation
- 59) South Melbourne Industrial Precinct Structure Plan and Urban Design Framework Implementation
- 60) Establish a local policy on cumulative impacts / licensed premises via a Planning Scheme Amendment
- 61) Develop a local Ecologically Sustainable Development (ESD) policy and implement via a Planning Scheme Amendment
- 62) Health and Wellbeing Plan - implementation of actions
- 63) Gambling Policy - develop strategies to promote responsible gambling
- 64) Local Planning Policy on Gaming - Prepare an updated Local Planning Policy on Gaming
- 65) Activating Port Phillip Laneways. Establish a framework for the management and layout of council's historic network of laneways.
- 66) Carlisle Street supermarket car parks redevelopment project.
- 67) Neighbourhood Centre Audit and Strategy - An holistic look at Activity Centres to develop a strategy to better coordinate delivery of Council services and infrastructure
- 68) Sustainable Transport Precinct Plans
- 69) Park Tree Strategy - Greening Port Phillip - Assessment of park trees and development of a prioritised renewal program across the city
- 70) South Melbourne Market Strategic Plan Implementation
- 71) Implementation of Eco Dev & Tourism Strategy
- 72) Tourism - support & capacity building
- 73) Organise the 11th Design & Development Awards
- 74) Parks/Natural Heritage Areas Master Plans - Development of management plans for the natural heritage areas across the foreshore to inform the works to be conducted as part of a renewal program

Key strategic activities

Strategic Direction	Strategic Sub-theme	Key Strategic Activity	No.	Indicator	Target	Source
4. Enhancing Liveability	4.3 Caring for our natural environment	Implement the Street Tree Planting program as part of the Greening Port Phillip Strategy Objective: Implement the Greening Port Phillip Strategy to ensure a healthy and diverse urban forest.	4.1	Actuals against budgeted	\$700K +/- 10%	Financial Reports
			4.2	Percentage of intended streets planted	95%	Intended streets are listed in Greening Port Phillip Strategy.
			4.3	Number of trees planted	1400	Council records
			4.4	Increase in the overall number of trees	675	Council records

2.5 Performance statement

The Key Strategic Activities (KSA) detailed in the preceding pages, are summarised again in Appendix F. The KSA's, their performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by the section 132 of the Act. The Annual Report for 2010/11 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

2.6 Reconciliation with budgeted operating result

	Net Cost		
	(Revenue) \$'000	Expenditure \$'000	Revenue \$'000
1. Engaging and governing the city	23,135	26,491	-3,356
2. Taking action on climate change	3,218	3,282	-64
3. Strengthening our diverse and inclusive community	18,483	35,701	-17,218
4. Enhancing liveability	45,710	59,250	-13,540
Total activities & initiatives	90,546	124,724	-34,178
Capital works	31,968		
Capital expenditure	2,989		
Loan repayments	559		
St Kilda Triangle settlement	1,500		
Deficit before funding sources	127,562		
Asset Sale	-1,300		
Rates & charges	-88,438		
Parking Income	-24,880		
Borrowings	-5,000		
Open space contributions	-1,200		
Capital grants	-3,730		
Transfer to/(from) reserves	-2,205		
Surplus carried forward	-809		
Total funding sources	-127,562		
Surplus for the year	0		

3. Budget influences

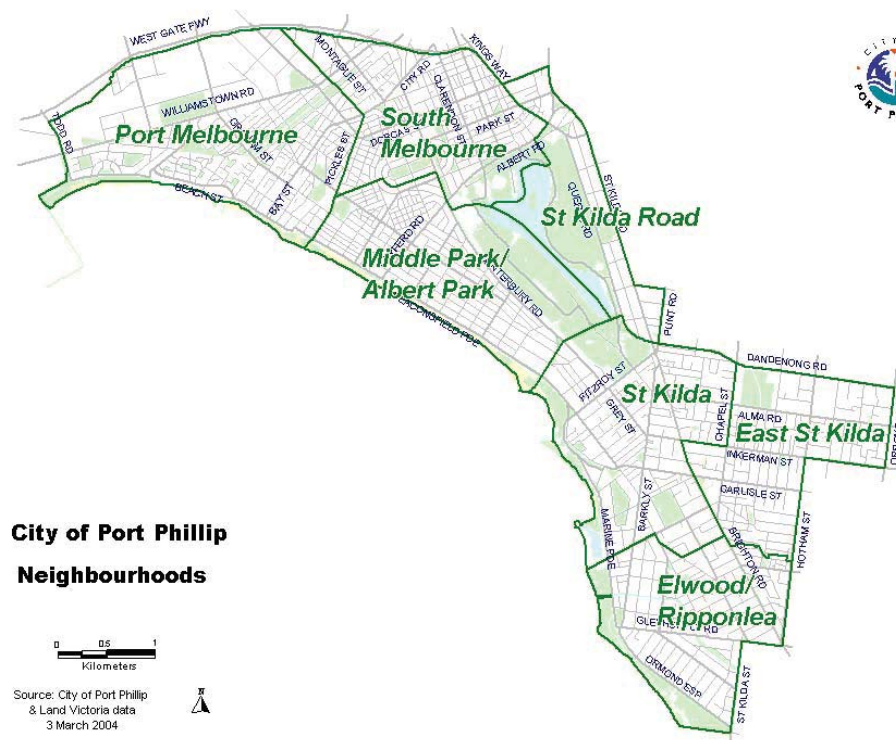
This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

3.1 Snapshot of the City of Port Phillip

The City of Port Phillip is located on the northern shore of Port Phillip Bay, south of the Melbourne CBD. The city, covering an area of 20.62 square kilometres, comprises the former cities of St Kilda, South Melbourne and Port Melbourne.

One of the oldest areas of European settlement in Melbourne, Port Phillip is known for its many dynamic urban villages, a foreshore which stretches for over 11km, cultural diversity, magnificent heritage buildings, artistic expressions and beautiful parks and gardens

Neighbourhood Map of the City of Port Phillip



Population

The 2006 Census shows that the population of the City of Port Phillip was 85,012 and had increased by 8.7% (from 78,227) since the previous Census in 2001. All neighbourhoods experienced growth in populations, with varying degrees. St Kilda continues to be the largest neighbourhood with a population of 18,925. South Melbourne has the smallest population making up 8.6% of the total population with 7,275 persons. Port Melbourne experienced one of the most rapid growths increasing from 10,359 residents to 12,598. St Kilda Road also experienced a substantial growth increasing from 5,999 to 8,068 residents. (Source: Australian Bureau of Statistics, Census of Population and Housing).

Age Structure

The age structure of the population shows that there is a smaller proportion of people in the younger age groups (0 - 17) as well as a smaller proportion of people in the older age groups (60+). The City of Port Phillip has a much larger percentage of 25 to 34 year olds with 28.1% of the population when compared with the rest of Melbourne (14.9%). (Source: Australian Bureau of Statistics, Census of Population and Housing).

Cultural diversity

The City of Port Phillip is a highly culturally and linguistically diverse municipality. Just over 27% of residents were born overseas whilst nearly 17% have a non English speaking background. The main countries of birth of residents, apart from Australia, include the United Kingdom, New Zealand and Greece. (Source: Australian Bureau of Statistics, Census of Population and Housing).

Housing Tenure

Per the 2006 Census, 18.1% of the population owned their dwelling: 20.3% were purchasing whilst 47% were renting. This is in comparison with the 33.1%, 34.6% and 24.5% respectively for the Melbourne Statistical Division. The high proportion of private renters indicates that the municipality is attractive to young singles and couples and that a large percentage of the population is transitory.

Since the 2001 Census there has been a reduction in the number of dwellings which are owned. Figures indicate that in 2006 there were 1,465 fewer dwellings which were privately owned than in 2001. Conversely, the number of dwellings being purchased or rented during this period has increased. (Source: Australian Bureau of Statistics, Census of Population and Housing).

Occupation and Income

The occupation of residents in the municipality is skewed towards managers and professionals. 8,585 residents (or 17.9%) are managers whilst 17,827 (or 37.3%) are professionals. This compares with 12.5% and 22.5% respectively for the Melbourne Statistical Division. Technicians, trade workers, clerical/administrative workers and labourers are under represented in the municipality when compared with the rest of the Melbourne Statistical Division.

This high percentage of professionals and managers living in the municipality translates into high weekly income. 31.3% of residents earn more than \$1,000 per week compared with only 18.9% for the Melbourne Statistical Division. (Source: Australian Bureau of Statistics, Census of Population and Housing).

Budget implications

The City's demographic profile gives rise to a number of budget implications in the short and long term namely:

- Cultural and linguistic diversity requires Council to use a variety of media in languages other than English for mass communication with citizens as well as interpreting services for interpersonal communication with citizens. Council also draws on the abilities of staff who can speak other languages.
- The small area of the City of Port Phillip reduces transport costs when compared to rural Shires. In addition some services can be centralised as most citizens are able to reach Council facilities without extensive travel times.
- Over 6% of residential ratepayers are entitled to the pensioner rebate. As pensioners are often asset rich but income poor, the adoption of significant rate increases has a real impact on the disposable income of a significant proportion of our community. Council offers a pensioner rate rebate of \$136.00 in addition to the current State Government rebate of \$193.40. This rebate has been increased by \$33.00 (over 30%) from the \$103.00 rebate in 2010/11. The total rebate is capped at a maximum of 50% of the current rates amount. Council also provides a discounted interest rate of 50% of the statutory rate to eligible pensioners and self funded retirees who defer their rates and charges.
- The city is substantially developed and while it is experiencing a small increase in property numbers, these mainly arise from higher density developments. This increased density impacts the infrastructure network especially drainage and requires Council to replace drains which cannot cope with the higher run off in the urban environment. These costs cannot be passed on to the developer and are paid for from rates.

3.2 External influences

The Australian economy has consolidated its sound economic footing with ongoing improvement on the jobs front and steady if unspectacular economic growth. The rebound has however eased with a softening in consumer sentiment that could be linked to the higher interest rate environment, sluggish retail sales growth and a moderation of the mini real estate boom that occurred in 2009 and 2010. Council has continued to focus on relevant local issues in settings its budget and these are detailed below.

- Inflationary expectations have been maintained at 3.0%. The firmer inflationary environment reflects the ongoing strength of the domestic economy.
- The fact that the City has continued to enjoy above average population growth has had an impact on the cost of providing services to the community. This manifests itself in increased contractual costs for waste collection and disposal, increased demand for social services especially child care and more intensive use of community facilities.
- Council's Enterprise Agreement expired in April 2010. The Enterprise Agreement has been renewed and the budget makes a provision for future salary increments of 4.0% in line with the Agreement plus a provision for banding and reclassification movements over the next 3 years
- While the drought was broken in 2010/2011, the unseasonal high rainfall during the summer has impacted the cost of our infrastructure maintenance (especially drainage) and also resulted in additional beach cleaning costs. Notwithstanding the better rainfall, Council can still be expected to incur higher water costs in 2011/12 which are linked to higher tariffs and the need to water sportsgrounds following the relaxation of watering restrictions.
- A further increase in the waste levy imposed by the State government (Environment Protection Agency) of an \$20 per tonne is expected to have an unfavourable impact on council's expenditure budget of \$405,000. This will be an ongoing cost in future years and when the original increase of \$30 imposed in the previous financial year is taken into account, the ongoing impact equates to some \$940,000 per annum.

3.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2011/12 Budget. These internal influences are set out below:

- The need to plan and implement the development of two integrated Family and Children's centres in St Kilda and Liardet Street.
- The ongoing demand that is being placed on Council as a place manager, which will require it to review, plan and implement a number of major projects across the municipality. Specific examples include the redevelopment of the Port Melbourne waterfront, the Marina Reserve Skate Park, Murphy's Reserve, the Lower Esplanade car park and the Carlisle Street structure plan.
- The ageing infrastructure at the South Melbourne Market which has resulted in a need for there to be ongoing works to address issues such as persistent leaking and OH & S issues which are linked to an old building.
- Increases in parking revenue that are linked to fee changes, improved parking machine technology and improved monitoring.
- The need to fund the phased settlement to the former St Kilda Triangle site developer.
- Council will need to provide for the management and maintenance of a number of new assets including the St Kilda foreshore, Beacon Cove and various monuments and memorials in the city.

3.4 Budget assumptions

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget assumptions upon which the officers were to prepare their budgets. The assumptions included:

- CPI for 2011/12 of 3.0% with forward inflation projections of 3.0% per annum.
- Rate revenue to increase by 6.5% plus growth of 1.0%, with forward projections of 6.0% per annum (including projected growth of 1.5%) after the budget year.
- Fees and charges to be increased by 3.0%.
- Grants to increase by CPI (3.0%).
- A 2% increase in parking fines, with revenue from parking fees (ticket machines) increasing by 3% each year.
- Other revenue to increase by CPI (3.0%).
- Interest received is expected to remain static at \$1.5 million a year recognising a reduction of cash and investment levels over the next four years.
- Employee costs to increase by 5% being a provision for Enterprise Agreement increases, banding increases and reclassified positions
- Contract services to increase by CPI (3.0%).
- Utility costs to increase by 5.0% (CPI plus 2.0%).
- Materials and other costs to increase by 3.0%.
- Professional services to increase by CPI (3.0%).

3.5 Legislative requirements

Under the Local Government Act 1989 ("the Act"), Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Local Government (Finance and Reporting) Regulations 2004 ("the Regulations") which support the Act.

The 2011/12 budget, which is included in this report, is for the year 1 July 2011 to 30 June 2012 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2012 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken, proposed fees and charges and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2011/12 to 2014/15 (section 8.), Rating Strategy (section 9.) and Other Long Term Strategies (section 10.) including borrowings, infrastructure and service delivery.

4. Analysis of operating budget

This section analyses the expected revenues and expenses of the Council for the 2011/12 year.

4.1 Budgeted income statement

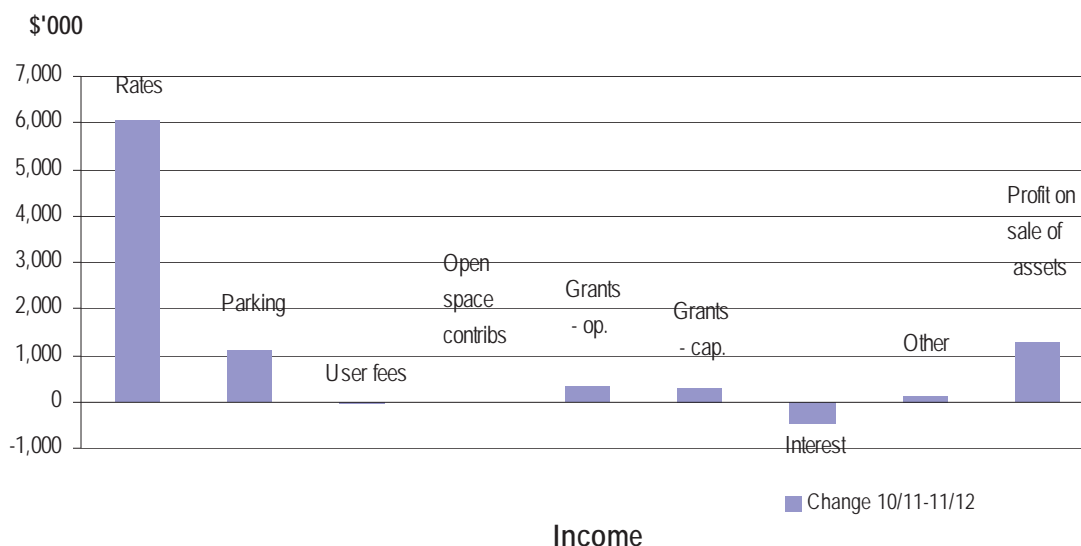
	Ref	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
Operating revenue	4.2	145,208	153,849	8,641
Operating expenditure	4.3	135,392	141,899	6,507
Surplus (deficit) for the year		9,816	11,950	2,134
Open space contributions		(1,200)	(1,200)	0
Grants - capital		(3,430)	(3,730)	(300)
Profit on sale of assets		0	(1,300)	(1,300)
Underlying surplus (deficit)		5,186	5,720	534

4.1.1 Underlying result (\$0.534 million increase)

The underlying result is the net surplus or deficit for the year adjusted for capital contributions, gains or losses on disposal of non-operating assets sold and other one-off adjustments. It is a measure of financial sustainability as it is not impacted by non-recurring or one-off items of revenues and expenses which can often mask the operating result. The underlying result for the 2011/12 year is a surplus of \$5.720 million which is an increase of \$0.534 million over the 2010/11 year.

4.2 Operating Income

Revenue Types	Ref	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
Rates	4.2.1	82,401	88,438	6,037
Parking revenue	4.2.2	23,782	24,880	1,098
User fees & charges	4.2.3	14,540	14,484	(56)
Open space contributions	4.2.4	1,200	1,200	0
Grants - operating	4.2.5	9,068	9,395	327
Grants - capital	4.2.6	3,430	3,730	300
Interest revenue	4.2.7	2,300	1,809	(491)
Other revenue	4.2.8	8,487	8,613	126
Profit on sale of assets	4.2.9	0	1,300	1,300
Total operating Income		145,208	153,849	8,641



4.2.1 Rates and charges (\$6.037 million increase)

Council's rate revenue has been increased by 7.32% which comprises an increase in the rate in the dollar of 6.5% and growth of 0.94% in the number of assessments (value of the property base).

4.2.2 Parking revenue (\$1.098 million increase)

Parking revenue incorporates both paid parking and parking fines.

Parking revenue is anticipated to increase by \$1.098 million. This is due to increases in paid parking rates across the municipality, improved efficiency resulting from updated parking machine infrastructure and improved monitoring.

4.2.3 User fees & charges (\$0.056 million decrease)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include the use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services.

A detailed listing of fees and charges is detailed in Appendix E.

4.2.4 Open space contributions (no change)

Open space contributions relate to monies paid by developers in regard to public resort & recreation, drainage and car parking in accordance with planning permits issued for property development. Open space contributions are projected to remain consistent over the four year plan.

4.2.5 Grants - Operating (\$0.327 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants has increased by 3.61% or \$0.327 million compared to 2010/11. Grant income from the Victorian Grants Commission increased due to greater than expected population growth within the municipality, whilst grants received from both the State and Commonwealth are expected to increase in line with CPI.

4.2.6 Grants - Capital (\$0.300 million increase)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has increased slightly compared to 2010/11. Section 6: "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2011/12 year.

4.2.7 Interest revenue (\$0.491 million decrease)

Interest revenue is received on funds invested by Council. It is anticipated that interest revenue will decrease by \$0.491 million compared to 2010/11. A number of delays in progressing Council's capital works budget in 2010/11 has enabled it to invest funds that were set aside for these projects and earn extra revenue.

4.2.8 Other revenue (\$0.126 million increase)

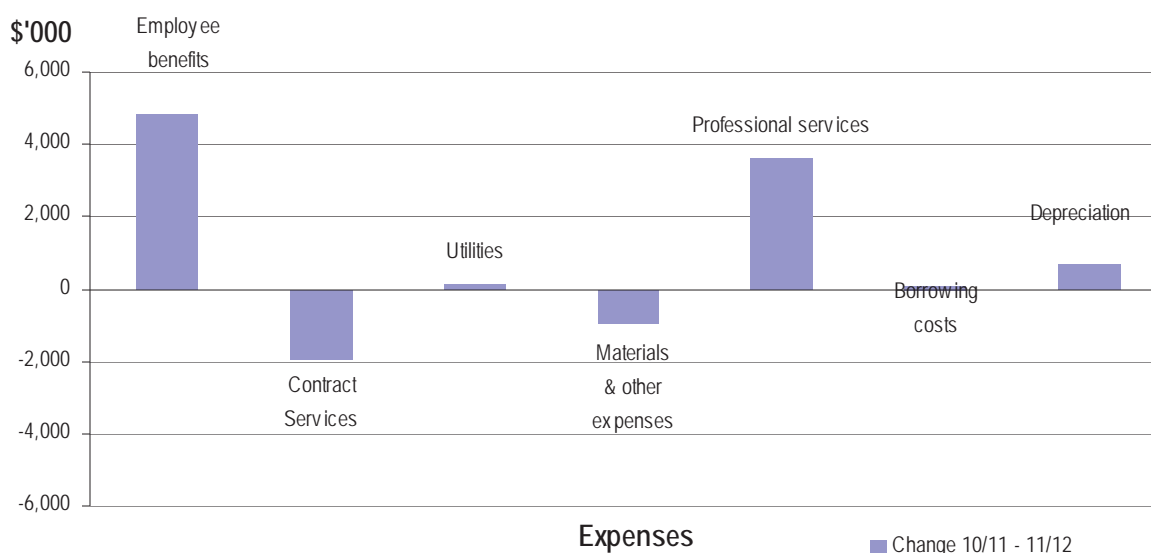
Other revenue relates to a range of items such as rental income, hire revenue, sales and other miscellaneous income items. Other revenue is forecast to increase slightly by 0.84% or \$0.126 million compared to 2010/11.

4.2.9 Profit on sale of assets (\$1.300 million increase)

It is anticipated that asset sales will contribute \$1.300 million towards consolidated revenue in 2011/12. The sale relates to an investment property and Council believes proceeds from the sale could be invested more effectively elsewhere.

4.3 Operating Expenses

Expenditure Types	Ref	Forecast	Budget	Variance
		Actual 2010/11 \$'000	2011/12 \$'000	\$'000
Employee benefits	4.3.1	54,418	59,258	4,840
Contract Services	4.3.2	37,493	35,551	(1,942)
Utilities	4.3.3	2,379	2,532	153
Materials & other expenses	4.3.4	22,466	21,504	(962)
Professional services	4.3.5	1,854	5,486	3,632
Borrowing costs	4.3.6	130	206	76
Depreciation		16,652	17,362	710
Total operating expenses		135,392	141,899	6,507



4.3.1 Employee benefits (\$4.840 million increase)

Employee costs incorporate all labour related expenditure including wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, etc. It also includes agency staff costs and overtime. Also included in this figure is \$2.661M of employee costs relating to the the JV streetsahead program which is fully funded through contract Income and is cost neutral to council.

Employee costs are budgeted to increase by 4.00% or \$2.178 million compared to the 2010/11 forecast. The driving factor behind the increased labour budget is a projected 4% increase in salary costs as a result of Council's enterprise agreement. It should be noted that \$2.040 million was expensed in 2010/11 due to a call being made by Vision Super in relation to Council's defined benefits superannuation liability.

4.3.2 Contract services (\$1.942 million decrease)

Contract services includes payments to contractors for the provision of services. Contract services are forecast to decrease by 5.17% or \$1.942 million compared to 2010/11. The reason for this decrease is the first time incorporation of the Streetsahead Cleaning Services budget into Council's budget. This has resulted in the reversal of contracts payments of \$3.755 million as part of the consolidation of the Streetsahead joint venture. This reduction is partly offset by CPI driven increases of \$1.813M. In addition expenditure growth is impacted by population growth within the municipality and a corresponding increase in the number of properties that Council needs to service with for example increased volumes of garbage collection.

4.3.3 Utilities (\$0.153 million increase)

Utility expenses represent payments for water, electricity and gas. Utilities are expected to increase by 6.43%. Significant increases in pricing by the utility companies and the lifting of water restrictions to allow Council to increase its watering of significant parks and sporting ovals largely explains this escalation.

4.3.4 Materials & other expenses (\$0.962 million decrease)

Materials and other costs include the purchase of consumables, lease charges, advertising costs, contributions/donations and other costs. Materials and other costs are forecast to decrease by 7.8% with the key reason for this being the reallocation of approximately \$3 million of non capital projects from "professional services" to "materials & other expenses" per the 2010/11 forecast. It should be noted that a budget to budget comparative shows materials and other costs increasing by \$0.981 million or 4.97%.

4.3.5 Professional services (\$3.632 million increase)

Professional services includes expenditure incurred on consultants, legal fees, audit fees and the engagement of other professionals. It also includes an allocation of \$3.825 million to fund non capital projects. The inclusion of the non capital projects in the 2011/12 budget is the chief reason for the large increase compared to the 2010/11 forecast (for which non capital projects have been reallocated to "materials & other expenses").

4.3.6 Borrowing costs (\$0.76 million increase)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. \$109K of this relates to the JV Streetsahead program and is fully funded through contract income and is cost neutral to council. The balance in borrowing costs results from the ongoing scheduled repayments of Council's loan.

5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2011/12 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

Operating activities - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt

Investing activities - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment

Financing activities - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

5.1 Budgeted cash flow statement

	Ref	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
Cash flows from operating activities	5.1.1			
<i>Receipts</i>				
Rates and garbage charges		82,401	88,438	6,037
Parking fees and fines		23,782	24,880	1,098
User charges and other fines		14,540	14,484	(56)
Grants		12,498	13,125	627
Contributions		1,200	1,200	0
Interest		2,300	1,739	(561)
Other revenue		8,487	9,858	1,371
		145,208	153,724	8,516
<i>Payments</i>				
Employee costs		(37,493)	(39,306)	1,813
Other		(83,118)	(86,818)	3,700
		(120,611)	(126,124)	5,513
Net cash provided by operating activities		24,597	27,600	3,003
Cash flows from investing activities	5.1.2			
Payments for property, plant and equipment		(40,589)	(34,957)	5,632
Payments for investments		0	0	
Proceeds from sales of property, plant & equip		0	1,300	1,300
Net cash used in investing activities		(40,589)	(33,657)	6,932
Cash flows from financing activities	5.1.3			
Finance costs		(130)	(97)	(33)
Proceeds from borrowings		0	5,000	(5,000)
Repayment of borrowings		(525)	(560)	35
Net cash used in financing activities		(655)	4,343	(4,998)
Net decrease in cash and cash equivalents		(16,647)	(1,714)	(14,933)
Cash and cash equivalents at the beg of the year		44,499	27,852	(16,647)
Cash and cash equivalents at end of the year	5.1.4/5.2	27,852	26,138	(1,714)

5.1.1 Operating activities (\$3.003 million increase)

The net increase in cash inflows of \$3.003 million reflects increases in Council's rate revenue, parking fees and fines, grants and other revenue which is partly offset by increase in employee costs, payments for contract services and materials and other costs.

The net cash flows from operating activities does not equal the operating result for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
Surplus (deficit) for the year	9,815	11,951	2,136
Depreciation	16,652	17,052	400
Borrowing costs recognised as financing activities	130	97	(33)
Net movement in current assets and liabilities	(2,000)	(1,500)	500
Cash flows available from operating activities	24,597	27,600	3,003

5.1.2 Investing activities (\$6.932 million decrease)

The forecast includes works carried over from the previous year which has had the effect of inflating the 2010-12 expenditure. The planned capital works expenditure for 2011-12 is disclosed in section 10 of this budget report and is greater than the 2010-11 budget.

5.1.3 Financing activities – (\$4.998 million increase)

The increase represents the planned borrowing of \$5.0M in 2011-12

5.1.4 Cash and cash equivalents at end of the year (\$1.714 million decrease)

Overall, total cash and investments is forecast to decrease by \$1.714 million to \$26.138 million as at 30 June 2012, reflecting Council's strategy of using excess cash and investments to enhance existing infrastructure and create new infrastructure. This reflects the completion of capital works projects scheduled in prior years. This is consistent with Council's Strategic Resource Plan (see Section 8).

5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2011 it will have cash and investments of \$26.138 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
Cash and cash equivalents		27,852	26,138	(1,714)
Other financial assets (investments)		5,569	5,569	0
Total cash and investments		33,421	31,707	(1,714)
Restricted cash and investments				
- Statutory reserves	5.2.1	(7,120)	(5,360)	(1,760)
- Discretionary reserves	5.2.2	(16,355)	(15,910)	(445)
- Long service leave	5.2.3	(5,000)	(5,000)	0
Unrestricted cash and investments	5.2.4	4,946	5,437	491

5.2.1 Statutory reserves (\$5.360 million)

These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. While these funds earn interest revenues for Council, they are not available for other purposes.

5.2.2 Discretionary reserves (\$15.910 million)

These funds are available for whatever purpose Council decides is their best use. In this case Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

5.2.3 Long service leave (\$5 million)

These funds are separately identified as restricted to ensure there are sufficient funds to meet Council's obligations as set out in the Local Government (Long Service Leave) Regulations 2002.

5.2.4 Unrestricted cash and investments (\$5.437 million)

These funds which include the borrowings of \$5.0M are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants, contributions or carried forward capital works

Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

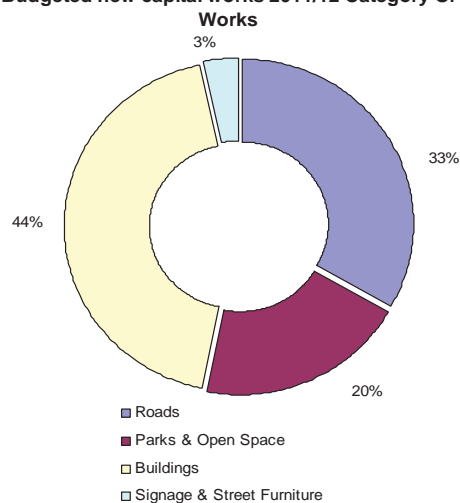
6. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2011/12 year and the sources of funding for the capital budget.

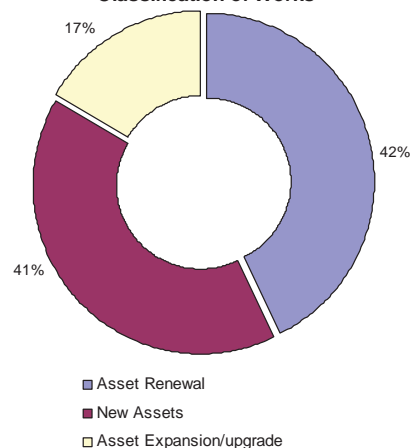
6.1 Capital works

Capital Works Areas	Ref	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
Works c/fwd from 2010/11		12,055	0	-12,055
		12,055	0	-12,055
New works for 2011/12				
Roads	6.1.1	10,630	10,680	50
Parks & open space	6.1.2	4,976	6,245	1,269
Buildings	6.1.3	10,254	14,003	3,749
Signage & street furniture	6.1.4	790	1,040	250
Total new works		26,650	31,968	5,318
Total capital works		38,705	31,968	-6,737
Represented by:				
Asset renewal	6.1.5	12,224	13,688	1,464
New Assets	6.1.5	10,276	12,980	2,704
Asset expansion/upgrade	6.1.5	4,150	5,300	1,150
Total new works		26,650	31,968	5,318

Budgeted new capital works 2011/12 Category Of Works



Budgeted new capital works 2011/12 Classification of Works



Source : Appendix A6 Budgeted Standard Capital Works Statement

6.1.1 Roads (\$9.835 million)

Roads includes local roads, car parks, footpaths, bike paths, bridges & culverts, drainage, declared main roads, traffic devices, street lighting and traffic signals.

For the 2011/12 year, the more significant projects include:

- footpath rehabilitation program - \$1.525 million
- road rehabilitation program - \$2.235 million
- road resurfacing program - \$1.455 million
- drainage renewal program - \$0.845 million
- kerb renewal program - \$0.830 million
- sustainable public lighting - \$0.500 million

- Rouse street new works - \$0.600 million
- Pedestrian safety improvements program - \$0.400 million

6.1.2 Parks & open space (\$6.245 million)

Open Space includes parks, playing surfaces, streetscapes, playground equipment, irrigation systems, trees and public art.

For the 2011/12 year, the more significant projects include:

- Marina Reserve master plan - \$1.000 million
- street tree planting - \$0.700 million
- irrigation systems renewal - \$0.650 million
- playgrounds renewal program - \$0.470 million
- Port Phillip and Bayside stormwater harvesting partnership - \$0.430 million
- Murphy reserve - \$0.400 million

6.1.3 Buildings (\$14.003 million)

Buildings include community facilities, municipal offices, and pavilions.

For the 2011/12 year, the more significant projects include:

- St Kilda family & children's service centre - \$5.500 million
- Liardet street family & children's service centre - \$2.110 million
- South Melbourne Market roof over market - \$1.500 million
- Northport pavilion redevelopment - \$1.150 million
- Building renewal program - \$1.000 million

6.1.4 Signage & street furniture (\$1.040 million)

Signage and street furniture includes street and park signs, park furniture and litter bins.

For the 2011/12 year, significant projects include the dynamic parking signage for the South Melbourne Market precinct (\$0.4000 million) and street signage and furniture renewal (\$0.300 million).

6.1.5 Asset renewal (\$13.688 million), new assets (\$12.980 million) and asset enhancements (\$5.300 million).

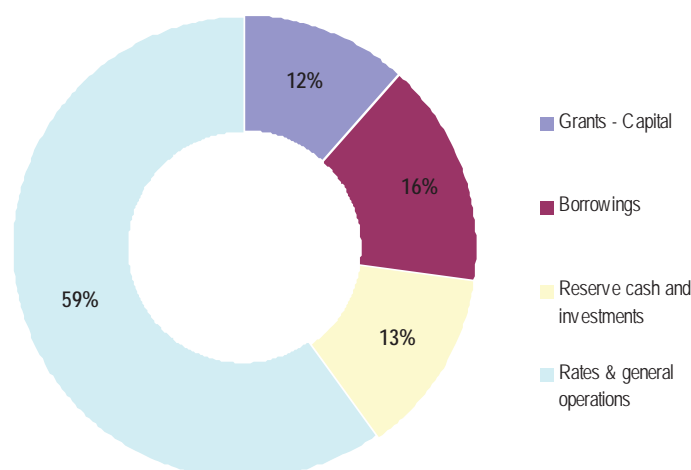
A distinction is made between expenditure on new assets, expenditure on asset renewal and enhancement of assets. Expenditure on asset renewal is expenditure on an existing asset which restores economic life to an asset. Expenditure on asset enhancements improves the service potential or capacity of an asset and may also increase the life of the asset. Expenditure on new assets does not have any element of expansion/upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

The major projects which constitute expenditure on new assets, are the St Kilda family & children's centre (\$5.500 million), Liardet street family & children's centre (\$2.110 million), South Melbourne Market roof over market (\$1.500 million), Marina Reserve Masterplan (\$1.0 million) and the Northport Oval Redevelopment (\$1.150 million). The balance of the capital expenditure program is made of renewals, enhancements of existing assets and some minor new assets.

6.2 Funding sources

Sources of funding	Ref	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
Works carried forward				
<i>Internal</i>				
Unrestricted cash and investments		12,055	0	-12,055
		12,055	0	-12,055
New works				
<i>External</i>				
Grants - Capital	6.2.1	3,430	3,730	300
Borrowings	6.2.2	0	5,000	5,000
		3,430	8,730	5,300
<i>Internal</i>				
Reserve cash and investments	6.2.3	3,310	4,140	830
Rates & general operations	6.2.4	19,910	19,098	-812
		23,220	23,238	830
Total new works		26,650	31,968	18
Total funding sources		38,705	31,968	5,318

Budgeted funding sources 2011/12



6.2.1 Grants - Capital (\$3.730 million)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program.

6.2.2 Borrowings (\$5.000 million)

Borrowings are funds which have been obtained through a financial institution and which are to be repaid over a specified period. Council generally uses borrowings to fund inter generational assets.

6.2.3 Reserve investments (\$4.140 million)

The Council has significant cash reserves, which it is currently using to fund its annual capital works program. The reserves include monies set aside for specific purposes such as enhancement of open spaces, the C13 infrastructure scheme and non-specific reserves such as the General Reserve which includes funds set aside for sustainable transport projects.

6.2.4 Rates & general operations (\$19.098 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is budgeted that \$19.098 million will be generated from operations to fund the 2011/12 capital works program. Refer to section 5. 'Budgeted Cash Position' for more information on funds from operations.

7. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2010/11 and 2011/12. It also considers a number of key performance indicators.

7.1 Budgeted balance sheet

	Ref	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
Current assets	7.1.1			
Cash assets		27,852	26,138	(1,714)
Receivables		9,178	9,178	0
Accrued income		858	858	0
Prepayments		919	919	0
Total current assets		38,807	37,093	(1,714)
Non-current assets	7.1.1			
Other financial assets		5,774	5,774	0
Property, infrastructure, plant and equipment		1,866,370	1,882,975	16,605
Total non-current assets		1,872,144	1,888,749	16,605
Total assets		1,910,951	1,925,842	14,891
Current liabilities	7.1.2			
Payables		13,543	12,043	1,500
Trust funds		2,352	2,352	0
Provisions		7,529	7,529	0
Interest bearing liabilities		560	595	35
Total current liabilities		23,984	22,519	1535
Non-current liabilities	7.1.2			
Payables		1,285	1,285	0
Provisions		0	0	0
Interest bearing liabilities		2,286	6,691	4,405
Total non-current liabilities		3,571	7,976	4,405
Total liabilities		27,555	30,495	5,940
Net assets	7.1.3	1,883,396	1,895,347	11,951
Equity	7.1.4			
Accumulated surplus		574,402	588,558	14,156
Asset revaluation reserve		1,285,519	1,285,519	0
Other reserves		23,475	21,270	(2,205)
Total equity		1,883,396	1,895,347	11,951

7.1.1 Current Assets (\$1.714 million decrease) and Non-Current Assets (\$16.605 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$1.714 million during the year.

Receivables represent monies owed to Council for rates, parking infringements and other items such as rental of Council properties. Receivables are not expected to change significantly in the budget.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery and other revenues due to be received in the next 12 months. Other assets are not expected to change significantly in the budget.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, footpaths, drains, land improvements, arts and heritage items and plant and equipment, which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the 2011/12 capital works program (\$31.968 million), the capital

expenditure program (\$2.989 million), depreciation of assets (\$17.052 million) and an asset sale of \$1.3 million.

Other financial assets comprise long term investments with a maturity greater than 12 months. It is expected that Council will have cash holdings approximating \$5.5 million in longer term investments such as term deposits and floating rate notes, with \$0.205 million in share holdings in Regional Kitchen and Strategic Purchasing.

7.1.2 Current Liabilities (\$1.535 million decrease) and Non Current Liabilities (\$4.405 million increase)

Payables and trust funds are those to whom Council owes money as at 30 June. These liabilities are budgeted to decrease following the final settlement of the St Kilda Triangle Settlement (\$1.5 million due in July 2011).

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for the Enterprise Bargaining Agreement (EBA) outcomes.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to repay loan principal of \$0.560 million over the year, with no new borrowings to be undertaken. This reduction will be offset by a new loan of \$5 million which Council intends drawing down in June 2012 and which will be used for the purpose of funding the St Kilda family and children's centre.

7.1.3 Net Assets (\$11.951 million increase)

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June.

The increase in net assets of \$11.951 million results directly from the operating surplus.

7.1.4 Equity (\$11.951 million increase)

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

During the year an amount of \$2.205 million (net) is budgeted to be transferred from other reserves to accumulated surplus. This reflects the usage of investment cash reserves to partly fund the capital works program. This is a transfer between equity balances and does not impact on the total balance of equity.

7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2012 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- Cash to be increased/(decreased) by the cash surplus as per the Rate Determination Statement and transfer to/(from) reserves
- Receivables and other assets to remain constant with 2010/11 levels
- Payables and trust funds to remain consistent with 2010/11 levels
- Repayment of loan principal to be \$0.560 million
- New borrowings of \$5 million
- Total capital expenditure to be \$34.957 million
- A total of \$2.205 million to be transferred from reserves to accumulated surplus, representing the internal funding of the capital works program for the 2011/12 year

8. Strategic resource plan and key financial indicators

This section considers the long term financial projections of the Council. The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

8.1 Plan development

Council has prepared a Strategic Resource Plan (SRP) for the four years 2011/12 to 2014/15 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the Plan, is financial sustainability in the medium to long term, whilst still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the Long Term Financial Plan, are:

- Council will have an ongoing balanced budget and ideally a small surplus
- Council's asset base will be maintained, enhanced and expanded
- Liquidity will be maintained at levels that assure adequate working capital without the need to resort to ongoing borrowings or a bank overdraft
- Capital works will address community needs without ignoring long term financial impacts
- Council will proactively lead, develop and build organisational culture based on the provision of same day service and a work life balance

In preparing the SRP, the Council has also been mindful of the need to comply with the following principles of sound financial management as contained in the Act:

- 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.

The Plan is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

8.2 Financial resources

The following table summaries the key financial results for the next four years as set out in the SRP for years 2011/12 to 2014/15. Appendix A2 includes a more detailed analysis of the financial resources to be used over the four year period.

	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2010/11	2011/12	2012/13	2013/14	2014/15	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating result	9,816	11,950	10,263	12,041	13,974	+
Underlying operating result	5,186	5,720	7,563	9,341	11,274	+
Cash and investments	27,852	26,138	24,178	23,130	24,125	-
Cash flows from operations	24,597	27,600	28,115	30,229	32,512	+
Capital works	26,650	31,968	26,000	26,780	27,583	o

Key to Forecast Trend:

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

The key outcomes of the Plan are as follows:

- **Financial sustainability** (section 5) - Cash and investments is forecast to decrease over the four year period from \$26.138 million to \$24.125 million. The income statement (converted to cash) shows a balanced budget for 2011/12 with small surpluses or deficits over the remainder of the plan.
- **Rating strategy** (section 9) - Rate revenue increases are forecast over the four years at an average of 6.33%. This has two components, price (5.0%) and growth in property assessments which has been projected at 1.5% per annum.
- **Service delivery strategy** (section 10) – The rating strategy (see Section 9) refers to average rate increases in the future of 6%. This approximates expected movements in CPI with an additional allowance of 3% to cover service growth and infrastructure needs.
- **Borrowing strategy** (section 10) – Borrowings are forecast to decrease from \$2.286 million to \$5.318 million over the four year period. This includes a new loan of \$5 million planned in 2011/12.
- **Infrastructure strategy** (section 10) - Capital works expenditure (excluding carryovers) over the four year period will total \$112.331 million at an average of \$28.083 million.

8.3 Key financial indicators

The following table highlights Council's current and projected performance across a range of key financial indicators (KPIs). KPIs provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Notes	Forecast	Strategic Resource Plan			Trend +o/-	
		Actual 2010/11	Budget 2011/12	Projections			
				2012/13	2013/14	2014/15	
Financial performance							
Underlying result/Underlying rev		3.69%	4.71%	4.90%	5.79%	6.67%	+
Operating expenses/Assessment	1	\$2,154	2,257	2,333	2,419	2,509	-
Rate revenue/Underlying revenue	2	58.62%	59.39%	60.83%	61.57%	62.31%	-
Rate revenue/Assessment	3	\$1,311	1,407	1,492	1,581	1,675	-
Debt servicing/Total revenue		0.09%	0.13%	0.26%	0.21%	0.17%	o
Grants/Total revenue	4	6.24%	6.11%	6.17%	6.07%	5.98%	o
Parking revenue/ Total revenue	5	16.38%	16.17%	16.25%	15.91%	15.58%	o
Fees & charges/Total revenue		10.01%	9.41%	9.51%	9.36%	9.22%	o
Financial position							
Indebtedness/Rate revenue	6	3.45%	8.24%	7.13%	5.74%	5.05%	+
Underlying result/Total assets		0.27%	0.36%	0.39%	0.48%	0.58%	+
Net realisable assets/Assessment		\$24,403	24,620	24,772	24,930	25,095	o
Current assets/Current liabilities		161.80%	164.72%	153.33%	152.79%	157.06%	o
Total liabilities/Assessment		\$442	489	479	463	457	o
Capital expenditure							
Capital works		\$26,650	31,968	26,000	26,780	27,583	o
- Asset renewal		\$12,224	13,688	12,222	13,454	12,284	o
- New assets		\$10,276	12,980	11,940	7,900	1,945	+
- Asset expansion/upgrade		\$4,150	5,300	1,838	5,426	13,354	o
Cash op act/Net capital outlays		86%	79%	97%	101%	105%	o
Capital works/Rate revenue		32%	36%	28%	27%	26%	-
Asset renewal/Total depreciation	7	73%	79%	70%	75%	67%	o

Key to Forecast Trend:

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

Notes to indicators

1 Operating expenses per Assessment - This indicator highlights cost of service will increase over the next 4 years as the assumed number of property assessments remains constant over the next four years. It is Council's expectation with increased property development and the number of apartment dwellings

increasing, that property assessments will increase giving a broader rate base to offset the increases in rate revenue that is required.

2 Rate revenue/Underlying revenue - Reflects extent of reliance on rate revenues to fund all Council's on-going services. Trend indicates Council will become more reliant on rate revenue as access to government funding diminishes and the inability to increase revenue generation by service expansion for other revenue sources such as parking and user charges.

3 Rate revenue per Assessment - As per the explanation for 1 - Operating expense per Assessment.

4.Grants/Total revenue – Grant income is expected to remain static over the next 4 years highlighting the importance of Council to source alternative revenue and/or review the ongoing need for services provided which were previously funded by the State and Federal governments and delivered by Council.

5 Parking revenue/Total revenue - Parking revenue is expected to remain static over the next 4 years as the community and visitors to the city become more aware of parking laws thus reducing the expected number of parking infringements issued. In addition, this will reflect the increased use of more sustainable transport methods and programs implemented by Council.

6 Indebtedness/Rate revenue - This shows indebtedness decreasing in 2010/11 and then increasing in 2011/12. This is due to planned new borrowings of \$5 million in 2011/12.

7 Asset renewal/Total depreciation - This indicator highlights Council's spending on renewal of assets as a percentage of depreciation. Depreciation is an indicator of the rate at which we use an asset and the amount Council should be spending in ensuring that these assets will be in adequate service condition for future generations.

8.4 Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. The following table summarises the cost of human resources for the next four years, and reflects increases as relative to the Council's Enterprise Bargaining Agreement with staff.

Indicator	Forecast	Budget 2011/12 \$'000	Strategic Resource Plan		
	Actual		Projections		
	2010/11 \$'000		2012/13 \$'000	2013/14 \$'000	2014/15 \$'000
Employee costs	54,418	59,258	59,426	62,398	65,517
Employee costs/Rate revenue	66.04%	67.01%	63.35%	62.78%	62.21%

9. Rating strategy

This section considers the Council's rating strategy including strategy development and assumptions underlying the current year rate increase and rating structure.

9.1 Strategy development

In developing the Strategic Resource Plan (referred to in Section 8), rates and charges have been identified as an important source of revenue, accounting for a four year average of 60% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process.

It has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly given fluctuations in property revaluation increases within the municipality. To ensure that deliberations about future rate increases have been made on an informed basis, comparisons of historical rate increases were made between Council and other inner metropolitan councils (Stonnington, Yarra and Glen Eira). The following table shows a comparison of the last seven years rate revenue increases.

Year	Port Phillip City Council	Average Inner Metro Councils
2003/04	10.67%	16.67%
2004/05	4.65%	5.06%
2005/06	6.94%	11.29%
2006/07	9.50%	6.51%
2007/08	3.08%	6.43%
2008/09	4.00%	5.17%
2009/10	6.26%	5.64%
2010/11	5.25%	5.98%
Average Rate Revenue increase	6.29%	7.84%

The table indicates that over the past eight years Council's rate increases have been 1.55% lower than the average of other comparative councils.

9.2 Current year rate increase

Council's 2011/12 budget has been impacted by the imposition of an additional waste levy by the EPA (\$405,000) as well as the need to fund costs associated with maintaining and managing a number of new assets on the St Kilda foreshore and Beacon Cove. Council has also reaffirmed its commitment to managing the impacts of climate change with a significant expansion of \$2.5 million in the budget for its sustainability program. Further cost pressures relating to increased utility charges have also been absorbed in the operating budget. Council will also be funding the final payment of the St Kilda Triangle settlement (\$1.5 million) and an elevated capital works program totalling \$31.948 million.

Pressures on Council's revenue and expenditure have been accommodated in the short term through a planned drawdown of \$2.205 million on its general and statutory reserves. Council will be increasing the rate in the dollar by 6.5% in 2011-12 and this will be supplemented by revenue growth of 0.94% that is attributable to an increase in the number of rateable properties. Council has also increased the pensioner rate rebate by \$33 to \$103.00 in 2010/11 to \$136.00 in 2011/12. This has resulted in an additional cost of \$90K (0.12%) to Council.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, general rates revenue will increase to \$88.438 million. The following table sets out future proposed rate increases and total rates to be raised, based on the forecast financial position of Council as at 30 June 2011. Council has in setting these forward projections made an allowance for ongoing growth in the number of properties and has also provided funding to ensure that infrastructure is renewed in a timely manner.

Year	Rate Price Increase %	Rate Growth Increase \$'000	Total Rate %	Total Rates Raised \$'000
2010/11	4.50%	0.75%	5.25%	82,401
2011/12	6.50%	0.94%	7.44%	88,438
2012/13	4.50%	1.50%	6.00%	93,804
2013/14	4.50%	1.50%	6.00%	99,396
2014/15	4.50%	1.50%	6.00%	105,324

9.3 Rating structure

Council has established a rating structure which is comprised of two key elements. These are:

- Property values, which reflect capacity to pay
- User pays component that includes fees for optional services provided by Council (large bins and garbage collection fees for non rateable properties)

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

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

Port Phillip is one of only a few councils in Victoria continuing to use the NAV rating system. Under NAV rating, property rates are determined in accordance with the rental yield and this is always assessed as being 5% of the Capital Improved Value (CIV) for residential properties and at a higher rate (typically 7% to 9%) 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" which meet the test of being "rateable land" under the Act. There are 25 recreational properties in Port Phillip that are rated under the Cultural and Recreational Lands Act and rate concessions ranging from 20% to 85% are provided.

The following table summarises the rates to be raised for the 2011/12 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2010/11	2011/12
General Rates	Cents/\$ NAV	3.6099	3.8445
Municipal charge	\$/property	Nil	Nil
Annual garbage charge - non rateable properties	\$/ property	\$260	\$260
240 litre bin annual service charge	\$/ property	\$120	\$120

9.4 General revaluation of properties

The next general revaluation of properties will be undertaken on 1 January 2012 and will apply to the 2012/13 financial year.

10. Other strategies

This section sets out the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

10.1 Borrowings

Council's Strategic Resource Plan SRP (see Section 8), contains a number of principles that reflect its strategy around the use of borrowings to fund the delivery of Council objectives. Council's debt management strategy prohibits the use of borrowings to fund ongoing operations and provides for the use of debt as an option where the servicing costs (principal and interest) can be funded from future revenue streams or cost savings that can be expected from the investment of the funds raised. Borrowing funds is also permissible for large non renewable capital works projects that can be expected to provide benefits to future generations.

Council has historically taken out long term borrowings to fund the superannuation costs arising from the amalgamation of Victorian councils and has since accelerated the reduction of this debt which has been reduced from \$13.4 million to \$2.846 million at 30 June 2011. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. With Council's cash reserves now forecast to be \$23.475 million at 30 June 2011 and a further reduction of \$2.205 million projected for 2011/12, it is necessary to keep an open mind around the use of borrowings as an option for delivering major capital works.

For the 2011/12 year, Council has decided to borrow an additional \$5 million for the purpose of funding the major St Kilda family and children's centre project. This will have the impact of increasing the value of its total borrowings to \$7.289 million as at 30 June 2011. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2011.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2010/11	0	-526	-130	2,846
2011/12	5000	-559	-97	7,287
2012/13	0	-952	-401	6,335
2013/14	0	-1,016	-337	5,319
2014/15	0	-412	-285	4,907

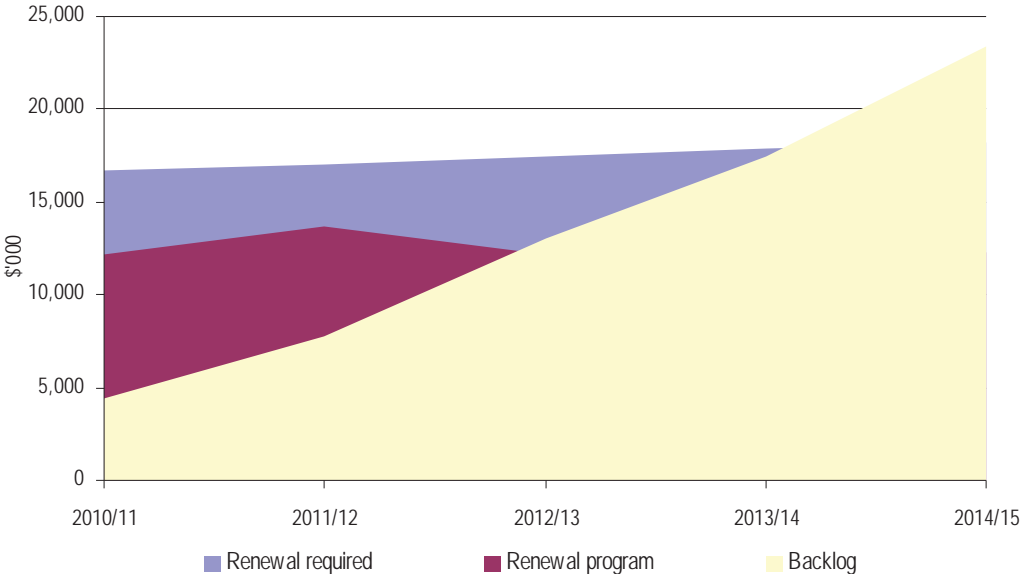
10.2 Infrastructure

Council's infrastructure and asset management principles are articulated in the Strategic Resource Plan (SRP). The key principles include a need for the council to encourage environmental responsibility, fund asset renewals from the annual depreciation charge and the prioritisation of maintaining this expenditure ahead of debt reduction and investment in new assets. Council has included in the budget documentation a four year forward capital works plan and program which sets out the capital expenditure requirements of the Council for the next 4 years by class of asset and is a key input to the long term financial plan. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes
- Identification of capital projects through the preparation of asset management plans
- Prioritisation of capital projects within classes on the basis of evaluation criteria
- Methodology for allocating annual funding to classes of capital projects
- Business Case template for officers to document capital project submissions

A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

The graph below sets out the required and actual asset renewal over the life of the current SRP.



At present, Council is similar to most municipalities in that it is presently unable to fully fund asset renewal requirements identified in the Infrastructure Strategy. While the Infrastructure Strategy is endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is not being addressed creating an asset renewal gap and increasing the level of backlog. This theoretical backlog represents the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap.

Council expends a large amount on asset expansions and upgrades which also extend asset life. Council also funds asset maintenance through its operating budget and some of this maintenance also extends usable asset life.

Finally, it needs to be noted that Council's depreciation charge is calculated on a straight line basis while asset condition deteriorates unevenly over time.

A review of Council's rating and infrastructure strategy is proposed to take place over the coming year with the intent of refining these to recognise long term asset renewal and maintenance requirements.

In updating the Infrastructure Strategy for the 2011/12 year, the following influences have been taken into account:

- The need to reduce the size of the capital rollovers to no more than 20% of the total capital program budget.
- Development of an annual capital works resource plan that focuses on the use of flexible project management resources.
- Better planning and analysis through the engagement of Capital Planning Consultants.
- A focus on projects that have elements of environmentally sustainable design or function.
- The need to ensure that adequate funding is allocated for the timely renewal of Council's existing assets.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital Program \$'000	Grants and Contrib's \$'000	Borrowings \$'000	Investment Reserves \$'000	Unrestricted Cash & Inv \$'000	Council Operations \$'000
2011/12	31,968	3,730	5000	4,140	0	19,098
2012/13	26,000	1,500	0	4,350	0	20,150
2012/13	26,780	1,500	0	3,100	0	22,180
2014/15	27,583	1,500	0	1,150	0	24,933

In addition to using cash generated from its annual operations and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking and the resort and recreation fund. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose. Appendix A7 includes a Statement of Reserves which is a summary of the investment reserves for the year ending 30 June 2012.

10.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 8.) which directly impact the future service delivery strategy are to maintain existing service levels and to achieve a small positive cash surplus over the four year life of the plan. The Rating Strategy (see Section 9.) refers to average rate revenue increases in the future of 6%. This approximates expected movements in CPI with an additional allowance of 3% to cover growth and infrastructure needs. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

The general influences affecting all operating revenue and expenditure include the following:

	2011/12 %	2012/13 %	2013/14 %	2014/15 %
Consumer Price Index	3.0	3.0	3.0	3.0
Rate increases	6.5	4.5	4.5	4.5
Property growth	1.0	1.5	1.5	1.5
Wages growth	5.0	5.0	5.0	5.0
Government funding	3.0	3.0	3.0	3.0
Statutory fees	3.0	3.0	3.0	3.0
Investment return	5.0	5.0	5.0	5.0



2. APPENDIX A

STANDARD

STATEMENTS

Appendix A

Budgeted standard statements

This appendix presents information in regard to the Budgeted Standard Statements. The budget information for the years 2010/11 to 2014/15 has been extracted from the Strategic Resource Plan.

At the end of each financial year Council is required to report back to the community a comparison of actual financial results against these Budgeted Standard Statements and provide an explanation of significant variances. The Standard Statements together with the Performance Statement provide a clear, concise and understandable report of Council's activities for the year from both a financial and non-financial perspective particularly for those users who do not have a financial background.

The appendix includes the following budgeted information:

- A1 Budgeted Income Statement converted to Cash (2010/11 v 2011/12)
- A2 Budgeted Standard Income Statement (2010/11 - 2014/15)
- A3 Budgeted Income Statement converted to Cash (2010/11 - 2014/15)
- A4 Budgeted Standard Balance Sheet (2010/11 - 2014/15)
- A5 Budgeted Standard Cash Flow Statement (2010/11 - 2014/15)
- A6 Budgeted Standard Capital Works Statement (2010/11 - 2014/15)
- A7 Budgeted Statement of Investment Reserves (2010/11 - 2014/15)
- A8 Budgeted Schedule of Reserve Movements (2010/11 - 2014/15)

Appendix A1

Budgeted Income Statement converted to Cash

Comparison of 2010/11 and 2011/12 budgets

	Budget 2010/11 \$'000	Budget 2011/12 \$'000
OPERATING RESULT		
Revenues from ordinary activities		
Rates	82,401	88,438
Parking revenue	23,900	24,880
User fees & charges	14,414	14,484
Open space contributions	1,200	1,200
Grants - operating	9,128	9,395
Grants - capital	3,430	3,730
Interest received	1,000	1,809
Other income	8,662	8,613
Profit on sale of assets	0	1,300
	<u>144,135</u>	<u>153,849</u>
Expenses from ordinary activities		
Employee benefits	52,723	59,258
Contract services	37,041	35,551
Utilities	2,685	2,532
Materials & other expenses	19,724	21,504
Professional services	4,734	5,486
Borrowing costs	130	206
Depreciation	16,652	17,362
Total Expenditure	<u>133,689</u>	<u>141,899</u>
Operating surplus (deficit) for the year	<u>10,446</u>	<u>11,950</u>
CONVERSION TO CASH		
Less cash costs not included in the operating result		
St Kilda Triangle settlement (cash costs)	2,000	1,500
Capital works program	26,548	31,968
Capital works carry over	11,865	0
Capital expenditure - IT, parking machines & other	1,584	2,989
Loan repayments	526	559
Borrowings	0	(5,000)
Transfers to/(from) statutory reserves	(500)	(1,760)
Transfers to/(from) general reserves	(1,060)	(445)
	<u>40,963</u>	<u>29,811</u>
Plus non cash costs included in operating result		
Depreciation	16,652	17,362
Surplus/(deficit) for the year	<u>(13,865)</u>	<u>(499)</u>
Accumulated position brought forward		
Carry Over Surplus/(Deficit)	59	809
B/Fwd Capital Works Surplus to fund Capital Works Carry Over	13,865	0
Surplus/(Deficit) Carried Forward	<u>59</u>	<u>310</u>

Appendix A2

Budgeted Standard Income Statement

For the four years ending 30 June 2015

	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Strategic Resource Plan Projections		
			2012/13 \$'000	2013/14 \$'000	2014/15 \$'000
OPERATING RESULT					
Revenues from ordinary activities					
Rates	82,401	88,438	93,804	99,396	105,324
Parking revenue	23,782	24,880	25,490	26,116	26,757
User fees & charges	14,540	14,484	14,919	15,367	15,828
Open space contributions	1,200	1,200	1,200	1,200	1,200
Grants - operating	9,068	9,395	9,677	9,967	10,266
Grants - capital	3,430	3,730	1,500	1,500	1,500
Interest received	2,300	1,809	1,500	1,500	1,500
Other income	8,487	8,613	8,815	9,079	9,351
Profit on sale of assets	0	1,300	0	0	0
	<u>145,208</u>	<u>153,849</u>	<u>156,905</u>	<u>164,125</u>	<u>171,726</u>
Expenses from ordinary activities					
Employee benefits	54,418	59,258	59,426	62,398	65,517
Contract services	37,493	35,551	40,486	41,700	42,951
Utilities	2,379	2,532	2,659	2,792	2,932
Materials & other expenses	22,466	21,504	21,326	21,966	22,625
Professional services	1,854	5,486	4,892	5,039	5,190
Borrowing costs	130	206	401	337	285
Depreciation	16,652	17,362	17,452	17,852	18,252
Total Expenditure	<u>135,392</u>	<u>141,899</u>	<u>146,642</u>	<u>152,084</u>	<u>157,752</u>
Operating surplus (deficit) for the year	<u>9,816</u>	<u>11,950</u>	<u>10,263</u>	<u>12,041</u>	<u>13,974</u>

Appendix A3

Budgeted Standard Income Statement converted to Cash

For the four years ending 30 June 2015

	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Strategic Resource Plan Projections		
			2012/13 \$'000	2013/14 \$'000	2014/15 \$'000
OPERATING RESULT					
Revenues from ordinary activities					
Rates	82,401	88,438	93,804	99,396	105,324
Parking revenue	23,782	24,880	25,490	26,116	26,757
User fees & charges	14,540	14,484	14,919	15,367	15,828
Open space contributions	1,200	1,200	1,200	1,200	1,200
Grants - operating	9,068	9,395	9,677	9,967	10,266
Grants - capital	3,430	3,730	1,500	1,500	1,500
Interest received	2,300	1,809	1,500	1,500	1,500
Other income	8,487	8,613	8,815	9,079	9,351
Profit on sale of assets	0	1,300	0	0	0
	<u>145,208</u>	<u>153,849</u>	<u>156,905</u>	<u>164,125</u>	<u>171,726</u>
Expenses from ordinary activities					
Employee benefits	54,418	59,258	59,426	62,398	65,517
Contract services	37,493	35,551	40,486	41,700	42,951
Utilities	2,379	2,532	2,659	2,792	2,932
Materials & other expenses	22,466	21,504	21,326	21,966	22,625
Professional services	1,854	5,486	4,892	5,039	5,190
Borrowing costs	130	206	401	337	285
Depreciation	16,652	17,362	17,452	17,852	18,252
Total Expenditure	<u>135,392</u>	<u>141,899</u>	<u>146,642</u>	<u>152,084</u>	<u>157,752</u>
Operating surplus (deficit) for the year	<u>9,816</u>	<u>11,950</u>	<u>10,263</u>	<u>12,041</u>	<u>13,974</u>
CONVERSION TO CASH					
Less cash costs not included in the operating result					
St Kilda Triangle settlement (cash costs)	2,000	1,500	0	0	0
Capital works program	26,650	31,968	26,000	26,780	27,583
Capital works carry over	12,055	0	0	0	0
Capital expenditure - IT, parking machines & other	1,884	2,989	3,079	3,171	3,266
Borrowings	0	(5,000)	0	0	0
Loan repayments	526	559	952	1,016	412
Transfers to/(from) statutory reserves	(500)	(1,760)	(1,900)	(1,200)	600
Transfers to/(from) general reserves	(1,527)	(445)	(400)	150	300
	<u>41,088</u>	<u>29,811</u>	<u>27,731</u>	<u>29,917</u>	<u>32,161</u>
Plus non cash costs included in operating result					
Depreciation	16,652	17,362	17,452	17,852	18,252
Surplus/(deficit) for the year	<u>(14,620)</u>	<u>(499)</u>	<u>(16)</u>	<u>(24)</u>	<u>65</u>
Accumulated position brought forward					
Carry Over Surplus/(Deficit)	1,332	809	310	294	270
B/Fwd Surplus to fund Capital Works Carry Over	14,097	0	0	0	0
Surplus/(Deficit) Carried Forward	<u>809</u>	<u>310</u>	<u>294</u>	<u>270</u>	<u>335</u>

Appendix A4

Budgeted Standard Balance Sheet

For the four years ending 30 June 2015

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2010/11	2011/12	2012/13	2013/14	2014/15
	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets					
Cash and cash equivalents	27,852	26,138	24,178	23,130	24,125
Receivables	9,178	9,178	9,178	9,178	9,178
Accrued income	858	858	858	858	858
Prepayments	919	919	919	919	919
Total current assets	38,807	37,093	35,133	34,085	35,080
Non-current assets					
Other financial assets	5,774	5,774	5,774	5,774	5,774
Property, infrastructure, plant & equipment	1,866,370	1,882,975	1,894,602	1,906,701	1,919,298
Total non-current assets	1,872,144	1,888,749	1,900,376	1,912,475	1,925,072
Total assets	1,910,951	1,925,842	1,935,509	1,946,560	1,960,152
Current liabilities					
Payables	13,543	12,043	12,043	12,043	12,043
Trust funds and deposits	2,352	2,352	2,352	2,352	2,352
Provisions	7,529	7,529	7,529	7,529	7,529
Interest-bearing liabilities	560	595	989	384	412
Total current liabilities	23,984	22,519	22,913	22,308	22,336
Non-current liabilities					
Payables	1,285	1,285	1,285	1,285	1,285
Provisions	0	0	0	0	0
Interest-bearing liabilities	2,286	6,691	5,702	5,318	4,906
Total non-current liabilities	3,571	7,976	6,987	6,603	6,191
Total liabilities	27,555	30,495	29,900	28,911	28,527
Net assets	1,883,396	1,895,347	1,905,609	1,917,649	1,931,625
Equity					
Accumulated surplus	574,402	588,558	601,120	614,210	627,286
Asset revaluation reserve	1,285,519	1,285,519	1,285,519	1,285,519	1,285,519
Other reserves	23,475	21,270	18,970	17,920	18,820
Total equity	1,883,396	1,895,347	1,905,609	1,917,649	1,931,625

Appendix A5

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2015

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2010/11	2011/12	2012/13	2013/14	2014/15
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
<i>Receipts</i>					
Rates and garbage charges	82,401	88,438	93,804	99,396	105,324
Parking fees and fines	23,782	24,880	25,490	26,116	26,757
User charges and other fines	14,540	14,484	14,919	15,367	15,828
Grants	12,498	13,125	11,177	11,467	11,766
Contributions	1,200	1,200	1,200	1,200	1,200
Interest	2,300	1,739	1,500	1,500	1,500
Other revenue	8,487	9,858	8,815	9,079	9,351
	<u>145,208</u>	<u>153,724</u>	<u>156,905</u>	<u>164,125</u>	<u>171,726</u>
<i>Payments</i>					
Payments to suppliers	(37,493)	(39,306)	(40,486)	(41,700)	(42,951)
Payment to employees	(54,418)	(56,596)	(59,426)	(62,398)	(65,517)
Other Payments	(26,700)	(28,722)	(28,878)	(29,798)	(30,746)
St Kilda Triangle settlement	(2,000)	(1,500)	0	0	0
	<u>(120,611)</u>	<u>(126,124)</u>	<u>(128,790)</u>	<u>(133,896)</u>	<u>(139,214)</u>
Net cash provided by operating activities	<u>24,597</u>	<u>27,600</u>	<u>28,115</u>	<u>30,229</u>	<u>32,512</u>
Cash flows from investing activities					
Payments from property, plant and equipment	(40,589)	(34,957)	(29,079)	(29,951)	(30,849)
Proceeds for property, plant and equipment	0	1,300			
Payments for investments	0	0	0	0	0
Net cash used in investing activities	<u>(40,589)</u>	<u>(33,657)</u>	<u>(29,079)</u>	<u>(29,951)</u>	<u>(30,849)</u>
Cash flows from financing activities					
Finance costs	(130)	(97)	(401)	(337)	(285)
Proceeds from borrowings	0	5,000	0	0	0
Repayment of borrowings	(525)	(560)	(595)	(989)	(384)
Net cash provided by (used in) financing activities	<u>(655)</u>	<u>4,343</u>	<u>(996)</u>	<u>(1,326)</u>	<u>(669)</u>
Net decrease in cash & cash equivalents	<u>(16,647)</u>	<u>(1,714)</u>	<u>(1,960)</u>	<u>(1,048)</u>	<u>994</u>
Cash & cash equivalents at beginning of year	44,499	27,852	26,138	24,178	23,131
Cash & cash equivalents at end of year	<u><u>27,852</u></u>	<u><u>26,138</u></u>	<u><u>24,178</u></u>	<u><u>23,130</u></u>	<u><u>24,125</u></u>

Appendix A6

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2015

	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2010/11	2011/12	2012/13	2013/14	2014/15
	\$'000	\$'000	\$'000	\$'000	\$'000
Capital works areas					
Roads	10,630	10,680	8,453	8,651	8,855
Parks & open space	4,976	6,245	2,526	6,012	4,772
Buildings	10,254	14,003	14,286	11,707	13,531
Signage & street furniture	790	1,040	735	410	425
	26,650	31,968	26,000	26,780	27,583
Capital expenditure areas					
Plant & Equipment	1,884	2,989	3,079	3,171	3,266
TOTAL CAPITAL	28,534	34,957	29,079	29,951	30,849
Represented by:					
Asset renewal	12,224	13,688	12,222	13,454	12,284
New assets - capital works	10,276	12,980	11,940	7,900	1,945
Asset expansion/upgrade	4,150	5,300	1,838	5,426	13,354
New assets - capital expenditure	1,884	2,989	3,079	3,171	3,266
TOTAL CAPITAL	28,534	34,957	29,079	29,951	30,849

Reconciliation of net movement in property, plant and equipment

	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2010/11	2011/12	2012/13	2013/14	2014/15
	\$'000	\$'000	\$'000	\$'000	\$'000
Capital works	26,650	31,968	26,000	26,780	27,583
Capital expenditure	1,884	2,989	3,079	3,171	3,266
Capital works carried forward	12,055	0	0	0	0
	40,589	34,957	29,079	29,951	30,849
Asset revaluation increment	0	0	0	0	0
Depreciation & amortisation	(16,652)	(17,052)	(17,452)	(17,852)	(18,252)
Written down value of assets sold	0	0	0	0	0
Granted assets	0	0	0	0	0
Recognition of previously unrecognised assets	0	0	0	0	0
Net movement in property, plant & equipment	23,937	17,905	11,627	12,099	12,597

Appendix A7

Budgeted Statement of Investment Reserves

For the four years ending 30 June 2015

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2010/11		2012/13	2013/14	2014/15
	\$'000	\$'000	\$'000	\$'000	\$'000
Statutory					
Car parking	1790	1790	1790	1790	1790
Infrastructure	311	61	61	61	61
Resort and recreation	5,019	3,509	1,609	409	1,009
Total statutory reserves	7,120	5,360	3,460	2,260	2,860
Discretionary					
General purpose	2,562	2,562	2,562	2,562	2,562
Remediation	4,535	4,535	4,535	4,535	4,535
Southport Nursing Home	3,000	3,000	3,000	3,000	3,000
Sustainable transport	1,046	551	251	251	251
South Melbourne Central	954	554	154	4	4
Middle Park Beach ongoing maintenance	1,750	1,750	1,750	1,750	1,750
Other	2,508	2,958	3,258	3,558	3,858
Total discretionary reserves	16,355	15,910	15,510	15,660	15,960
Total reserves	23,475	21,270	18,970	17,920	18,820

Appendix A8

Schedule of Reserve Movements

For the four years ending 30 June 2015

	2011/12			2012/13			2013/14			2014/15			
	Forecast Balance 2010/11	Budgeted Tfrs To Reserves	Budgeted Tfrs (From) Reserves	Budgeted Balance 2011/12	Budgeted Tfrs To Reserves	Budgeted Tfrs (From) Reserves	Budgeted Balance 2012/13	Budgeted Tfrs To Reserves	Budgeted Tfrs (From) Reserves	Budgeted Balance 2013/14	Budgeted Tfrs To Reserves	Budgeted Tfrs (From) Reserves	Budgeted Balance 2013/14
1 GENERAL RESERVE (4721)													
General	2,562,366.92			2,562,366.92			2,562,366.92			2,562,366.92			2,562,366.92
Super call	(1,740,000.00)	300,000.00		(1,440,000.00)	300,000.00		(1,140,000.00)	300,000.00		(840,000.00)	300,000.00		(540,000.00)
Asset sale - Decanters	0.00	1,300,000.00		1,300,000.00			1,300,000.00			1,300,000.00			1,300,000.00
Tied Grants	1,446,962.85			1,446,962.85			1,446,962.85			1,446,962.85			1,446,962.85
Child Care Centre Infrastructure Levy	1,119,405.00			1,119,405.00			1,119,405.00			1,119,405.00			1,119,405.00
Southport Nursing Home Contribution	3,000,000.00			3,000,000.00			3,000,000.00			3,000,000.00			3,000,000.00
St Kilda Childrens Centre	700,000.00		(700,000.00)	0.00			0.00			0.00			0.00
Sih Melb Data Centre	450,000.00		(450,000.00)	0.00			0.00			0.00			0.00
Parking Machine Replacement	532,000.00			532,000.00			532,000.00			532,000.00			532,000.00
Middle Park Beach Ongoing Maintenance	1,750,000.00			1,750,000.00			1,750,000.00			1,750,000.00			1,750,000.00
Remediation Reserve	4,535,327.79			4,535,327.79			4,535,327.79			4,535,327.79			4,535,327.79
Total	14,356,062.56	1,600,000.00	(1,150,000.00)	14,806,062.56	300,000.00	0.00	15,106,062.56	300,000.00	0.00	15,406,062.56	300,000.00	0.00	15,706,062.56
Sustainable Transport - capital	1,045,549.24	550,000.00	(780,000.00)	815,549.24	550,000.00	(850,000.00)	515,549.24	550,000.00	(550,000.00)	515,549.24	550,000.00	(550,000.00)	515,549.24
Sustainable Transport - non capital	0.00		(265,000.00)	(265,000.00)			(265,000.00)			(265,000.00)			(265,000.00)
South Melbourne Central (Red Bears)	953,599.06		(400,000.00)	553,599.06		(400,000.00)	153,599.06		(150,000.00)	3,599.06		(150,000.00)	3,599.06
	1,993,148.30	550,000.00	(1,445,000.00)	1,104,148.30	550,000.00	(1,250,000.00)	404,148.30	550,000.00	(700,000.00)	254,148.30	550,000.00	(550,000.00)	254,148.30
TOTAL GENERAL RESERVE	16,355,210.86	2,150,000.00	(2,595,000.00)	15,910,210.86	850,000.00	(1,250,000.00)	15,510,210.86	850,000.00	(700,000.00)	15,660,210.86	850,000.00	(550,000.00)	15,960,210.86
2 STATUTORY RESERVE (4720 & 9910)													
Resort & recreation	5,019,000.63	1,200,000.00	(2,710,000.00)	3,509,000.63	1,200,000.00	(3,100,000.00)	1,609,000.63	1,200,000.00	(2,400,000.00)	409,000.63	1,200,000.00	(600,000.00)	1,009,000.63
Car park	1,789,890.00			1,789,890.00			1,789,890.00			1,789,890.00			1,789,890.00
C13 Infrastructure	310,571.43		(250,000.00)	60,971.43			60,971.43			60,971.43			60,971.43
TOTAL STATUTORY RESEVE	7,119,862.06	1,200,000.00	(2,960,000.00)	5,359,862.06	1,200,000.00	(3,100,000.00)	3,459,862.06	1,200,000.00	(2,400,000.00)	2,259,862.06	1,200,000.00	(600,000.00)	2,859,862.06
TOTAL GENERAL & STATUTORY RESERVE	23,475,072.92	3,350,000.00	(5,555,000.00)	21,270,072.92	2,050,000.00	(4,350,000.00)	18,970,072.92	2,050,000.00	(3,100,000.00)	17,920,072.92	2,050,000.00	(1,150,000.00)	18,820,072.92

Neis transfers to / (from) general reserve (1,527,000.00) (445,000.00) (400,000.00) 150,000.00 300,000.00

Neis transfers to / (from) statutory reserve (500,000.00) (1,760,000.00) (1,900,000.00) (1,200,000.00) 600,000.00

(2,027,000.00) (2,205,000.00) (2,300,000.00) (1,050,000.00) 900,000.00



3. APPENDIX B

STATUTORY DISCLOSURES

Appendix B

Statutory disclosures

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

The appendix includes the following budgeted information:

- Borrowings
- Rates and charges

Regulation 8 - Local Government (Finance & Reporting) Regulations 2004

Information available for public inspection - 2011/12 Budget

1. Borrowings

	2010/11 \$	2011/12 \$
New borrowings (other than refinancing)	0	5,000,000
Debt redemption	526,160	559,273

2. Rates and charges

2.1 The proposed rate in the dollar to be levied

	2010/11 cents/\$NAV	2011/12 cents/\$NAV
General rate	3.6099	3.8445

2.2 The estimated amount to be raised by the rate to be levied

	2010/11 \$	2011/12 \$
General rates	81,801,000	87,916,640
Supplementary rates	600,000	600,000
Total	82,401,000	88,516,640

2.3 The estimated total amount to be raised by rates

	2010/11 \$	2011/12 \$
Total rates to be raised	82,401,000	88,516,640

2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

	2010/11 Change %	2011/12 Change %
General rate	-2.79	6.50

2.5 The number of assessments for each type of rate to be levied compared to the previous year

	2010/11 \$	2011/12 \$
General rate	62,867	63,809

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

2.7 The estimated total value of land in respect of which each type of rate is to be levied compared with the previous year

	2010/11 \$	2011/12 \$
General rate	2,266,043,618	2,286,815,984

2.8 The proposed unit amount to be levied for each type of charge under section 162 of the Act

Type of Charge	Per Rateable Property 2010/11 \$	Per Rateable Property 2011/12 \$
Annual Garbage Charge for non-rateable tenements	260	260
240 Litre Bin - Annual Service Charge	120	120
Total	380	380

2.9 The estimated amounts to be raised for each type of charge to be levied compared to the previous year

Type of Charge	2010/11 \$	2011/12 \$
Annual Garbage Charge for non-rateable tenements	19,760	19,500
240 Litre Bin - Annual Service Charge	178,440	197,040
Total	198,200	216,540

2.10 The estimated total amount to be raised by rates and charges:

	2010/11 \$	2011/12 \$
General Rates	81,801,000	87,916,640
Supplementary Rates	600,000	600,000
Increase in Pensioner Rate Rebate and adjustments	0	(79,180)
Charges	198,200	216,540
Total	82,599,200	88,654,000

2.11 There are no known significant changes, which may affect the estimated amounts to be raised by rates and charges.



4. APPENDIX C

CAPITAL WORKS

PROGRAM

Appendix C

Summary of Capital works program (2011/12 - 2013/14)

This appendix presents a listing of the capital works projects that will be undertaken for the 2011/12 - 2013/14 financial years.

The appendix includes the following information

- C1 2011/12 Capital Works Program Summary
- C2 2011/12 Capital Works Program by Strategic Objective
- C3 2011/12 Capital Works Funding by Asset Class

Appendix C1 2011/2012 Capital Works Program Summary

Summary

The 2011/12 Capital Works Program has been developed to respond to demands across the municipality, with particular focus on environmentally sustainable walkability projects that enhance Port Phillip's special places and spaces.

The Council has developed a program based on robust discussion and debate and on the likelihood of projects being completed in the year that they were proposed. The proposed capital works program cost for 2011/12 is \$31,968,000.

Background

Council has developed a draft capital works program based on the strategic directions of its Council Plan. These four directions are:

- Engaging and governing the city
- Taking action on climate change
- Strengthening our diverse and inclusive community
- Enhancing liveability

The draft capital works program has identified projects and programs for each of the above strategies.

Strategy	Projects / Programs	Funding (\$)
Engaging and governing the city	0	\$0
Taking action on climate change	12	\$5,240,000
Strengthening our diverse and inclusive community	12	\$10,695,000
Enhancing liveability	42	\$16,033,000
	66	\$31,968,000

Development of the 2011/12 Program

The following principles were used in developing the 2011/12 capital works program:

- A focus on projects that have elements of environmentally sustainable design or function
- To further develop the quality and safety of the city's walking & cycling opportunities
- A program that responds to community consultation
- A degree of flexibility to respond to emerging issues and needs.
- A project management resource commensurate with the size of the capital works program.

The program has also been developed to ensure that adequate funding is allocated to the timely renewal of Council's existing assets.

The proposed allocation for the various asset types is as follows:

2011/12 Capital Program by Asset Type	
Roads	\$10,680,000
Parks & Open Space	\$6,245,000
Buildings	\$12,233,000
Signage & Street Furniture	\$1,040,000
South Melbourne Market	\$1,770,000
Total	\$31,968,000

The proposed allocation for each category of funding is as follows:

2011/12 Capital Program by Funding Summary	
New Assets	\$12,980,000
Enhancement to Assets	\$5,300,000
Renewal of Assets	\$13,688,000
Total	\$31,968,000

New Assets

New assets to be constructed in 2011/12 total 40% of the program. The significant projects include:-

- St Kilda Family & Children's Service Centre - \$5.500M
- Liardet Street Family & Children's Service Centre - \$2.110M
- SMM- Roof over market - \$1.500M
- Northport Pavilion Redevelopment Stage 2 - \$1.150M

Asset Enhancements

Enhancements to assets to be constructed in 2011/12 total 17.% of the program. The significant projects include:-

- Port Melbourne DCP - Rouse St - \$600K
- Palais Theatre Upgrade - \$700K
- Pedestrian Safety Improvements Program - \$400K
- Elwood Foreshore Masterplan - \$350K

Asset Renewals

Asset Renewal projects to be constructed in 2011/12 total 40% of the program. The significant projects include:-

- Road Rehabilitation Program - \$2.235M
- Footpath Rehabilitation Program - \$1.525M
- Road Resurfacing Program - \$1.455M
- Building Renewal Program - \$1.000M
- Street Tree Planting - \$700K
- Environmental Building Retrofits - \$500K

Source of Funds for 2011/2012 Capital Works Budget

	\$
Rates and General Operations	19,098,000
Borrowings	5,000,000
External Income (Grants, Contributions, etc)	3,730,000
Reserve Transfers	
- Resort & Recreation Reserve	2,710,000
- Sustainable Transport Reserve	780,000
- Other Reserves	650,000
	<u>4,140,000</u>
	<u><u>31,968,000</u></u>

Appendix C2
Capital Works Program by Strategic Objective - 2011/12

Capital Works Program

Project Name

2011/2012

Engaging and Governing the City

Taking Action on Climate Change

Dynamic Parking Signage System South Melbourne Market Precinct	400,000
Environmental Building Retrofits	500,000
SMM- Roof over market	1,500,000
Community Gardens	100,000
Drainage Renewal Program	845,000
Reducing heat island effect	200,000
Infill Planting / Landscape - Graham St.	15,000
Port Phillip and Bayside Stormwater Harvesting Partnership	430,000
Irrigation Systems Renewal	650,000
Street Lighting Renewals	50,000
Sustainable Public Street Lighting & Non Standard Lighting	500,000
Public Place Recycling	50,000
SUB TOTAL	5,240,000

Strengthening our Diverse and Inclusive Community

Linden Gallery	55,000
Bath Street Food Services	150,000
Lighting - Alma Park	80,000
Pavilion Development Alma Park	80,000
Northport Pavilion Redevelopment Stage 2	1,150,000
Liardet Street Family & Children's Service Centre	2,110,000
St Kilda Family & Children's Service Centre	5,500,000
Murphy Reserve	400,000
Playground Renewal Program	470,000
Sports Grounds Renewals	120,000
Emerald Hill Precinct	300,000
Sports Facilities Upgrades	280,000
SUB TOTAL	10,695,000

Enhancing Liveability

South Melbourne Market Office & Continuous Fit Out Works	120,000
Stage 2 - Luna Park Interchange	250,000
Pocket Parks Renewal Program	430,000
Memorials & Monuments	50,000
Litter Bin Replacement Program	70,000
St Kilda Road – Improvement to nature strips and irrigation	150,000
Street Tree Planting	700,000
Palais Theatre Upgrade	700,000
Gasworks Arts Park Facilities Design	150,000
South Melbourne Market - Deli Aisle Grease Trap	150,000
Graham Street Depot	250,000
Upgrade Port Melbourne Town Hall	200,000
St Kilda Library - remediation works	188,000
Disability Action Plan - DDA Compliance Retrofit for Council Buildings -	200,000
Building Renewal Program	1,000,000
Elwood Foreshore Masterplan	350,000
Beach Road	100,000
Carlisle Street Masterplan - Balaclava Station	50,000
Marina Reserve Masterplan	1,000,000
Stkilda Botanical Gardens Masterplan	100,000
Foreshore Masterplan	170,000
Replacement of Fig Trees - Beacon Cove	50,000
Parks Pathways Renewal	200,000
Foreshore Renewal	150,000
Port Melbourne DCP - Rouse st	600,000
Future Urban Design Framework Projects	40,000
Street Scape Work	200,000
Other Streetscape Programs	300,000
Sustainable Transport Precinct Projects	200,000

Capital Works Program

Project Name	2011/2012
Enhancing Liveability	
Pedestrian Safety Improvements Program	400,000
Walkability Informal Routes	100,000
Local Area Speed Zones	150,000
Bike Lanes	200,000
Roads to Recovery	200,000
ROW Renewal Program	300,000
Kerb Renewal Program	830,000
Footpath Rehabilitation Program	1,525,000
Road Rehabilitation Program	2,235,000
Road Resurfacing Program	1,455,000
Activity Centre Signs	40,000
Street Signage & Furniture Renewal	310,000
Park Signage & Furniture	170,000
SUB TOTAL	16,033,000
TOTAL	31,968,000

Appendix C3
2011/12 Capital Works Funding by Asset Class

Capital Works Projects LIST by Category (Financial Report)

PARAMETERS: Status: Proposed 11/12

Capital Works Project Management Report

Project ID	Project Name	Total Project Cost:	Anticipated Council Contribution	Cash and General Reserves	Resort & Recreation Reserves Trans.	Other Reserve Transfers	Sustainable Transport Reserve	Potential External Income
BUILDINGS								
ENHANCEMENT								
32585	Palais Theatre Upgrade	\$700,000	\$0	\$0	\$0	\$0	\$0	\$700,000
32589	Gasworks Arts Park Facilities Design	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0
32597	SMM - Deli Aisle Grease Trap	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0
32603	Bath Street Food Services	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0
32605	Graham Street Depot	\$250,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0
32646	Pavilion Development Alma Park	\$80,000	\$80,000	\$80,000	\$0	\$0	\$0	\$0
32651	Linden Gallery	\$55,000	\$55,000	\$55,000	\$0	\$0	\$0	\$0
32670	Upgrade Port Melbourne Town Hall	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0
		TOTALS FOR ENHANCEMENT:	\$1,735,000	\$1,035,000	\$0	\$0	\$0	\$700,000
NEW WORKS								
32582	Northport Pavilion Redevelopment Stage 2	\$1,150,000	\$0	\$0	\$0	\$0	\$0	\$1,150,000
32583	Liardet Street Family & Children's Service Centre	\$2,110,000	\$430,000	\$430,000	\$0	\$0	\$0	\$1,680,000
32584	St Kilda Family & Children's Service Centre	\$5,500,000	\$500,000	\$500,000	\$0	\$0	\$0	\$5,000,000
32590	SMM- Roof over market	\$1,500,000	\$1,500,000	\$1,500,000	\$0	\$0	\$0	\$0
		TOTALS FOR NEW WORKS:	\$10,260,000	\$2,430,000	\$0	\$0	\$0	\$7,830,000
RENEWAL								
32587	St Kilda Library - remediation works	\$188,000	\$188,000	\$188,000	\$0	\$0	\$0	\$0
32598	SMM Office & Continuous Fit Out Works	\$120,000	\$120,000	\$120,000	\$0	\$0	\$0	\$0
32599	Disability Action Plan - DDA Compliance Retrofit for Council Buildings -	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0
32600	Environmental Building Retrofits	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0	\$0

RENEWAL

Project ID	Project Name	Total Project Cost:	Anticipated Council Contribution	Cash and General Reserves	Resort & Recreation Reserves Trans.	Other Reserve Transfers	Sustainable Transport Reserve	Potential External Income
32615	Building Renewal Program	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$0	\$0	\$0
TOTALS FOR RENEWAL:		\$2,008,000	\$2,008,000	\$2,008,000	\$0	\$0	\$0	\$0
TOTALS FOR BUILDINGS:		\$14,003,000	\$5,473,000	\$5,473,000	\$0	\$0	\$0	\$8,530,000

DRAINAGE

Project ID	Project Name	Total Project Cost:	Anticipated Council Contribution	Cash and General Reserves	Resort & Recreation Reserves Trans.	Other Reserve Transfers	Sustainable Transport Reserve	Potential External Income
32614	Drainage Renewal Program	\$845,000	\$845,000	\$845,000	\$0	\$0	\$0	\$0
TOTALS FOR :		\$845,000	\$845,000	\$845,000	\$0	\$0	\$0	\$0
TOTALS FOR DRAINAGE:		\$845,000	\$845,000	\$845,000	\$0	\$0	\$0	\$0

Project ID	Project Name	Total Project Cost	Anticipated Council Contribution	Cash and General Reserves	Resort & Recreation Reserves Trans.	Other Reserve Transfers	Sustainable Transport Reserve	Potential External Income
PARKS AND OPEN SPACE								
ENHANCEMENT								
32623	Reducing heat island effect	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0
32624	Infill Planting / Landscape - Graham St.	\$15,000	\$15,000	\$15,000	\$0	\$0	\$0	\$0
32626	Elwood Foreshore Masterplan	\$350,000	\$350,000	\$350,000	\$0	\$0	\$0	\$0
32628	Beach Road	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$0
32645	Lighting - Alma Park	\$80,000	\$80,000	\$0	\$0	\$0	\$80,000	\$0
32647	Sports Facilities Upgrades	\$280,000	\$280,000	\$280,000	\$0	\$0	\$0	\$0
		TOTALS FOR ENHANCEMENT:	\$1,025,000	\$945,000	\$0	\$0	\$80,000	\$0
NEW WORKS								
32591	Carlisle Street Masterplan - Balaclava Station	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0
32592	Marina Reserve Masterplan	\$1,000,000	\$1,000,000	\$500,000	\$500,000	\$0	\$0	\$0
32595	Port Phillip and Bayside Stormwater Harvesting Partnership	\$430,000	\$430,000	\$430,000	\$0	\$0	\$0	\$0
32627	Murphy Reserve	\$400,000	\$400,000	\$0	\$400,000	\$0	\$0	\$0
32637	Skilda Botanical Gardens Masterplan	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$0
		TOTALS FOR NEW WORKS:	\$1,980,000	\$1,080,000	\$600,000	\$0	\$0	\$0
RENEWAL								
32593	Foreshore Masterplan	\$170,000	\$170,000	\$0	\$170,000	\$0	\$0	\$0
32594	Street Tree Planting	\$700,000	\$700,000	\$700,000	\$0	\$0	\$0	\$0
32596	Irrigation Systems Renewal	\$650,000	\$650,000	\$650,000	\$0	\$0	\$0	\$0
32601	Replacement of Fig Trees - Beacon Cove	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0
32616	Playground Renewal Program	\$470,000	\$470,000	\$0	\$470,000	\$0	\$0	\$0
32617	Parks Pathways Renewal	\$200,000	\$200,000	\$0	\$200,000	\$0	\$0	\$0
32619	Memorials & Monuments	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0
32621	Foreshore Renewal	\$150,000	\$150,000	\$0	\$150,000	\$0	\$0	\$0

Project ID	Project Name	Total Project Cost:	Anticipated Council Contribution	Cash and General Reserves	Resort & Recreation Reserves Trans.	Other Reserve Transfers	Sustainable Transport Reserve	Potential External Income
32631	Community Gardens	\$100,000	\$100,000	\$0	\$100,000	\$0	\$0	\$0
32632	Sports Grounds Renewals	\$120,000	\$120,000	\$0	\$120,000	\$0	\$0	\$0
32634	Pocket Parks Renewal Program	\$430,000	\$430,000	\$0	\$430,000	\$0	\$0	\$0
32635	St Kilda Road – Improvement to nature strips and irrigation	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0
TOTALS FOR RENEWAL:		\$3,240,000	\$3,240,000	\$1,600,000	\$1,640,000	\$0	\$0	\$0
TOTALS FOR PARKS AND OPEN SPACE:		\$6,245,000	\$6,245,000	\$3,625,000	\$2,540,000	\$0	\$80,000	\$0

Project ID	Project Name	Total Project Cost:	Anticipated Council Contribution	Cash and General Reserves	Resort & Recreation Reserves Trans.	Other Reserve Transfers	Sustainable Transport Reserve	Potential External Income
ROADS								
ENHANCEMENT								
32602	Port Melbourne DCP - Rouse st	\$600,000	\$600,000	\$350,000	\$0	\$250,000	\$0	\$0
32625	Emerald Hill Precinct	\$300,000	\$300,000	\$300,000	\$0	\$0	\$0	\$0
32629	Future Urban Design Framework Projects	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0	\$0
32638	Street Scope Work	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0
32639	Other Streetscape Programs	\$300,000	\$300,000	\$300,000	\$0	\$0	\$0	\$0
32640	Sustainable Transport Precinct Projects	\$200,000	\$200,000	\$200,000	\$0	\$0	\$0	\$0
32641	Pedestrian Safety Improvements Program	\$400,000	\$400,000	\$0	\$0	\$0	\$400,000	\$0
32642	Walkability Informal Routes	\$100,000	\$100,000	\$0	\$0	\$0	\$100,000	\$0
32648	Stage 2 - Luna Park Interchange	\$250,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0
32650	Local Area Speed Zones	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0
	TOTALS FOR ENHANCEMENT:	\$2,540,000	\$2,540,000	\$1,790,000	\$0	\$250,000	\$500,000	\$0
NEW WORKS								
32643	Bike Lanes	\$200,000	\$200,000	\$0	\$0	\$0	\$200,000	\$0
32644	Street Lighting Renewals	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0
	TOTALS FOR NEW WORKS:	\$250,000	\$250,000	\$50,000	\$0	\$0	\$200,000	\$0
RENEWAL								
32606	Sustainable Public Street Lighting & Non Standard Lighting	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0	\$0
32610	Roads to Recovery	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
32611	ROW Renewal Program	\$300,000	\$300,000	\$300,000	\$0	\$0	\$0	\$0
32612	Kerb Renewal Program	\$830,000	\$830,000	\$830,000	\$0	\$0	\$0	\$0
32613	Footpath Rehabilitation Program	\$1,525,000	\$1,525,000	\$1,525,000	\$0	\$0	\$0	\$0
32652	Road Rehabilitation Program	\$2,235,000	\$2,235,000	\$2,235,000	\$0	\$0	\$0	\$0
32653	Road Resurfacing Program	\$1,455,000	\$1,455,000	\$1,455,000	\$0	\$0	\$0	\$0
	TOTALS FOR RENEWAL:	\$7,045,000	\$6,845,000	\$6,845,000	\$0	\$0	\$0	\$200,000
	TOTALS FOR ROADS:	\$9,835,000	\$9,635,000	\$9,685,000	\$0	\$250,000	\$700,000	\$200,000

Project ID	Project Name	Total Project Cost:	Anticipated Council Contribution	Cash and General Reserves	Resort & Recreation Reserves Trans.	Other Reserve Transfers	Sustainable Transport Reserve	Potential External Income
SIGNAGE AND STREET FURNITURE								
NEW WORKS								
32608	Dynamic Parking Signage System SMM Precinct	\$400,000	\$400,000	\$0	\$0	\$400,000	\$0	\$0
32630	Activity Centre Signs	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0	\$0
32636	Public Place Recycling	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0
TOTALS FOR NEW WORKS:		\$490,000	\$490,000	\$90,000	\$0	\$400,000	\$0	\$0
RENEWAL								
32618	Litter Bin Replacement Program	\$70,000	\$70,000	\$70,000	\$0	\$0	\$0	\$0
32620	Street Signage & Furniture Renewal	\$310,000	\$310,000	\$310,000	\$0	\$0	\$0	\$0
32633	Park Signage & Furniture	\$170,000	\$170,000	\$0	\$170,000	\$0	\$0	\$0
TOTALS FOR RENEWAL:		\$550,000	\$550,000	\$380,000	\$170,000	\$0	\$0	\$0
TOTALS FOR SIGNAGE AND STREET FURNITURE:		\$1,040,000	\$1,040,000	\$470,000	\$170,000	\$400,000	\$0	\$0
GRAND TOTAL:		\$31,968,000	\$23,238,000	\$18,098,000	\$2,710,000	\$850,000	\$780,000	\$8,730,000



5. APPENDIX D

COUNCIL NON CAPITAL PROJECTS

Appendix D

Council Non Capital Projects

This appendix presents details of the Council Non Capital Projects that were approved for funding in 2011/12.

Appendix D1 Council Non Capital Projects

Strategic Objective	Department	Council Non Capital Projects	2011/12	
Engaging and Governing the City	Compliance & Parking	Domestic Animal Management Plan review	30,000	
	Compliance & Parking	Review of Local Laws - Legal Fees	50,000	
	Engineering Services	Remote inspection and cleaning of stormwater drains	50,000	
	Property Services	Undertake a comprehensive building audit, including an assessment of premises access according to current Disability Discrimination Act (DDA) guidelines	120,000	
	Culture & Leisure	Heritage & Art Collection Storage - Feasibility Study	10,000	
	Governance & Engagement	Implement actions from the Communications & Engagement Strategy	25,000	
	Engineering Services	Asset condition audits - undertake audits of asset classes to ensure up to date, accurate data within the Hansen system	50,000	
	Community & Councillor Support	Develop and implement the Service Excellence project - an organisation-wide program to improve service to internal and external customers	25,000	
	Family, Youth & Children	Improve public information on family, youth and children's services in CoPP	10,000	
	Community Development	Housing - community engagement framework for residents living in public housing estates being included in Council decision making	10,000	
	Finance	Other Projects	131,000	
	Community Development	Homeless Action Strategy 2008-2013 - develop a rooming house accord	15,000	
	Infrastructure Services	Development and assessment of building maintenance contracts	30,000	
	Total Engaging & Governing the City			556,000
	Taking Action on Climate Change	Sustainability	Building Sustainability: managing buildings for greater energy efficiency	85,000
		Sustainability	Deliver "Climate Challenge 1000" community program 2011/12	80,000
Sustainability		SOCs and Blocks - creating Sustainable Owner's Corporations and Apartment Blocks	100,000	
Sustainability		CitySwitch - continued council participation in national commercial office energy efficiency program	15,000	
Sustainability		Implement the Water Plan	55,000	
Sustainability		Additional projects to implement the Sustainable Transport Strategy (STS) (car share, car free, parking policy development & further implementation of the STS)	80,000	
Sustainability		Implement the Climate Adaptation Plan	190,000	
Sustainability		Deliver Challenge to Change community program	18,000	
Sustainability		Deliver "EnviroEvents" community program 2011-12	25,000	
Sustainability		Tomorrow's Leaders - An integrated program of educational, practical project, and leadership activities delivered in schools to help young people understand the key principles and issues of sustainability	20,000	
Sustainability		Partner in the development of the "5 Star Sustainable Early Childhood Centre" program	10,000	
Infrastructure Services		Continuation of increased Waste Recovery Recycling Initiatives at Resource Recovery Centre.	50,000	
City Strategy		Green Precincts Development Module - Initiate a pilot "Green Precincts" module, which aims to minimise its ecological footprint	10,000	
Sustainability		Adopting & implementing Council's new sustainable transport policy	215,000	
Sustainability		Implement the Sustainable Streetscape Implementation Plan	80,000	

Strategic Objective	Department	Council Non Capital Projects	2011/12	
Strengthening Our Diverse and Inclusive Community	Sustainability	Education and awareness programs - Implementation of a communications plan for Sustainability, addressing IT needs and continuation of Local Action Planning	185,000	
	Sustainability	Support the implementation of the Greenhouse Action Plan via ongoing actions and key strategic projects.	240,000	
	Sustainability	Travelsmart Officer and program budget - Funds for a Travel Smart program targeting schools and families through CoPP to increase the take up of active travel	50,000	
	Total Taking Action on Climate Change			1,508,000
	Ageing & Diversity	Develop new Disability Action Plan for 2012 - 2015		50,000
	Ageing & Diversity	Regional Meals Kitchen Transition		30,000
	Family, Youth & Children	Student Retention Pilot (Year 2)		30,000
	Culture & Leisure	Implement Conversations@Emerald Hill - a series of forums		10,000
	Culture & Leisure	Support the continuation of the St Kilda Road Artwalk		7,000
	City Strategy	Emerald Hill re-vision implementation		20,000
	Community Development	Social and Cultural Policy and Planning Framework - respond to demographic change and implications for council services		35,000
	Community Development	Indigenous Policy & Strategy - development of Reconciliation Action Plan (RAP) and implementation		25,000
	Ageing & Diversity	Home & Community Care Active Service Model - pilot project		10,000
	Ageing & Diversity	Ageing Well in Port Phillip Strategy - Review and update strategy to reflect changes in demographic data, community needs and inform service planning		10,000
	Community Development	Social Justice Charter - development and implementation of action plan		10,000
Community Development	Direct funding support to the Russian Cultural & TV Association (Sputnik) to facilitate technical equipment upgrades and archiving		7,000	
Ageing & Diversity	Multicultural Framework - Review and improve policies and accessibility of services to established and emerging multicultural groups, develop organisation internal branding		15,000	
Parks & Open Space	Lagoon Reserve Soil Environmental Assessment		30,000	
Family, Youth & Children	Municipal Early Years Plan/Early Childhood Care & Education Policy implementation - alternative funding to be pursued		20,000	
Family, Youth & Children	Skidders Breakfast Club Pilot - alternative funding to be pursued		57,000	
Family, Youth & Children	Children's Services Futures Project - investigations into options for future improvements to delivery of childcare services, particularly day care, with a view to responding to community demand for services		50,000	
Community Development	Assistance with housing needs in the municipality		50,000	
Total Strengthening Our Diverse & Inclusive Community			466,000	
City Strategy		Review of Design and Development Overlay 3 & 4 - applying to St Kilda Road / Queens Road / Albert Road / Kings and Queens Way areas	40,000	
City Strategy		Preparation of a Development Contributions Plan for DDO 3 and DDO 4	50,000	
City Strategy		Master Plan Design for the integrated elements associated with the Balacava Station Project	25,000	
City Strategy		Amendment C73 - translation of Planning Controls Beacon Cove (residential)	20,000	
City Strategy		Amendment C75 - translation of Planning Controls Beacon Cove (commercial)	10,000	

Strategic Objective	Department	Council Non Capital Projects	2011/12
Enhancing Liveability	City Strategy	Lower Esplanade car park site review - Develop a process to guide and facilitate the future of this site.	100,000
	City Strategy	Amendment - Planning Scheme Implementation: Bay Street Activity Centre Structure Plan	10,000
	City Strategy	Amendment C72 - HO3 review implementation	20,000
	City Strategy	Port Melbourne Waterfront Urban Design Framework - Continue the final contracted stages of the Port Melbourne Waterfront Urban Design Framework	25,000
	City Strategy	Provide for additional consultation to continue the development of a vision and Urban Design Framework for the Port Melbourne waterfront	45,000
	City Strategy	Planning Scheme Amendment - Heritage Overlay 1 Review Implementation	25,000
	City Strategy	South Melbourne Industrial Precinct Structure Plan and Urban Design Framework Implementation	80,000
	City Strategy	Establish a local policy on cumulative impacts / licensed premises via a Planning Scheme Amendment	25,000
	City Strategy	Develop a local Ecologically Sustainable Development (ESD) policy and implement via a Planning Scheme Amendment	20,000
	City Strategy	Direct funding support to St Kilda Tourism Association for a program of activities in St Kilda to improve resident and visitor experience	125,000
	Community Development	Health and Wellbeing Plan - implementation of actions	30,000
	Community Development	Gambling Policy - develop strategies to promote responsible gambling	10,000
	Community Development	Local Planning Policy on Gaming - Prepare an updated Local Planning Policy on Gaming	20,000
	City Strategy	Activating Port Phillip Laneways. Establish a framework for the management and layout of council's historic network of laneways.	10,000
	City Strategy	Carlisle Street supermarket car parks redevelopment project	50,000
	City Strategy	Neighbourhood Centre Audit and Strategy - An holistic look at Activity Centres to develop a strategy to better coordinate delivery of Council services and infrastructure	10,000
	Engineering Services	Sustainable Transport Precinct Plans	100,000
	Parks & Open Space	Park Tree Strategy - Greening Port Phillip - Assessment of park trees and development of a prioritised renewal program across the city	60,000
	Property Services	South Melbourne Market Strategic Plan Implementation	50,000
	City Strategy	Implementation of Eco Dev & Tourism Strategy	95,000
	City Strategy	Tourism - support & capacity building	50,000
	City Development	Organise the 11th Design & Development Awards	50,000
	Parks & Open Space	Parks/Natural Heritage Areas Master Plans - Development of management plans for the natural heritage areas across the foreshore to inform the works to be conducted as part of a renewal program	50,000
Total Enhancing Liveability			1,205,000
Approved Council Non Capital Projects			3,735,000



6. APPENDIX E

FEES & CHARGES

SCHEDULES

Appendix E

Fees and charges schedules

This appendix presents information in regard to the Budgeted Fees and Charges schedules.

The appendix includes the following budgeted information:

- E1 Budgeted Fees and Charges - Corporate Services
- E2 Budgeted Fees and Charges - City & Infrastructure Services
- E3 Budgeted Fees and Charges - Cultural & Community Development
- E4 Budgeted Fees and Charges - Environment & Planning

Appendix E1

Fees & Charges - Corporate Services

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Finance and Investments		
Rates		
Land Information Certificates	\$20.00	\$20.00
Urgent Land Information Certificates	\$80.50	\$75.00
Financial Management		
Dishonoured Cheques	\$38.50	\$35.00
Councillor & Community Support		
Meetings & Events		
Minor Foreshore and Parks Weddings & Events		
St Kilda Botanical Gardens - Wedding Ceremoney	\$350.00	\$359.00
Catani Gardens and St Vincents Gardens - Wedding Ceremony, Private Function	\$350.00	\$224.00
Catani Gardens and St Vincents Gardens - Corporate Function	\$660.00	\$410.00
General Gardens (non heritage) - Wedding Ceremony, Private Function	\$220.00	\$224.00
General Gardens (non heritage) - Corporate Function	\$580.00	\$683.00
Additional Structures (rides, jumping castles, etc)	\$175.00	\$176.00
Hall Hire		
Port Melbourne Town Hall		
Auditorium (Including Kitchen)		
Commercial Mon-Fri half day	\$1,200.00	\$1,420.00
Community Mon-Fri half day	\$600.00	\$905.00
Commercial Mon-Fri whole day	\$2,000.00	\$2,145.00
Community Mon-Fri whole day	\$900.00	\$1,380.00
Commercial Sat-Sun half day	\$1,500.00	\$1,540.00
Community Sat-Sun half day	\$900.00	\$1,355.00
Commercial Sat-Sun whole day	\$2,500.00	\$2,315.00
Community Sat-Sun whole day	\$1,100.00	\$2,035.00
After Hours Hourly Rate Commercial - before 8am or after 1am	\$150.00	\$195.00
After Hours Hourly Rate Community - before 8am or after 1am	\$50.00	\$195.00
Meeting Rooms		
Mayors Room - Commercial. Private - per hour	\$80.00	n/a
Mayors Room - Community - per hour	\$40.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	n/a
Council Chamber - Commercial, Private - per hour	\$100.00	n/a
Council Chamber - Community - per hour	\$60.01	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	n/a
St Kilda Town Hall		
Auditorium - Half (including kitchen)		
Commercial Mon-Fri half day	\$1,460.00	\$1,420.00
Community Mon-Fri half day	\$750.00	\$800.00
Commercial Mon-Fri whole day	\$2,150.01	\$2,095.00
Community Mon-Fri whole day	\$1,100.00	\$1,240.00
Commercial Sat - Sun half day	\$1,800.00	\$1,755.00
Community Sat-Sun half day	\$900.00	\$1,355.00
Commercial Sat-Sun whole day	\$2,850.00	\$2,775.00
Community Sat-Sun whole day	\$1,300.00	\$2,035.00
After hours hourly rate (before 8am, after 1pm) - Commercial	\$250.00	\$245.00
After Hours Hr Rate (before 8am, after 1am) - Community	\$150.00	\$235.00
Auditorium - Full (including kitchen)		
Commercial Mon-Fri half day	\$1,975.00	\$1,920.00
Community Mon-Fri half day	\$900.00	\$1,130.00
Commercial Mon-Friday whole day	\$2,990.00	\$2,910.00
Community Mon-Fri Whole day	\$1,300.00	\$1,515.00
Commercial Sat - Sun half day	\$2,600.00	\$2,550.00

Appendix E1

Fees & Charges - Corporate Services

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Community Sat-Sun half day	\$1,100.00	\$1,920.00
Commercial Sat - Sun whole day	\$3,950.00	\$3,850.00
Community Sat-Sun whole day	\$1,500.00	\$2,990.00
Casual Kitchen Hire (without Auditorium)		
Commercial per hour	\$500.01	n/a
Community per hour	\$200.00	n/a
St Kilda Meeting Rooms		
Nairn		
Commercial per hour	\$80.00	n/a
Community per hour	\$40.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	n/a
Gunwarra Room		
Commercial per hour	\$100.00	n/a
Community per hour	\$40.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	n/a
Wominjeka Reception Room		
Commercial per hour	\$100.00	n/a
Community per hour	\$40.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	n/a
Council Chamber		
Commercial per hour	\$150.00	n/a
Community per hour	\$75.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	n/a
St Kilda		
Commercial per hour	\$80.00	n/a
Community per hour	\$40.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	n/a
Ngargee		
Commercial per hour	\$100.00	n/a
Community per hour	\$40.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	n/a
Yalukit		
Commercial per hour	\$100.00	n/a
Community per hour	\$40.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	n/a
Training Room		
Commercial per hour	\$100.00	n/a
Community per hour	\$40.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	n/a
Port Melbourne		
Commercial per hour	\$80.00	n/a
Community per hour	\$40.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	n/a
South Melbourne Town Hall		
Auditorium (Including Kitchen)		
Commercial Mon-Fri half day	\$1,400.00	\$1,420.00
Community Mon-Fri half day	\$750.00	\$800.00
Commercial Mon-Fri whole day	\$2,050.00	\$2,095.00
Community Mon-Fri whole day	\$1,100.00	\$1,240.00
Commercial Sat - Sun half day	\$1,750.00	\$1,755.00
Community Sat-Sun half day	\$900.00	\$1,355.00
Commercial Sat-Sun whole day	\$2,750.00	\$2,775.00
Community Sat-Sun whole day	\$1,300.00	\$2,035.00
After hours hourly rate (before 8am, after 1pm) - Commercial	\$250.00	\$245.00
After Hours Hr Rate (before 8am, after 1am) - Community	\$150.00	\$235.00

Appendix E1

Fees & Charges - Corporate Services

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Ballantyne Room		
Commercial per hour	\$150.00	n/a
Community per hour (peak 9am - 5pm)	\$75.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	
Council Chamber		
Commercial per hour	\$150.00	n/a
Community per hour (peak 9am - 5pm)	\$75.00	n/a
Community per hour (non peak before 9am and after 5pm)	\$10.00	
Staff Labour		
Duty Officer and Security Staff		
Duty Officer Fees - (Mon - Fri)	\$34.00	\$35.00
Duty Officer Fees - (Sat, Sun & PH)	\$50.00	\$51.00
Security Officer Fees - (Mon - Fri)	\$37.00	\$38.00
Security Officer Fees - (Sat, Sun & PH)	\$47.00	\$47.00
Information Systems		
Geospatial Information Systems		
Simple Map - A4	\$8.50	\$8.50
Simple Map - A3	\$18.50	\$18.00
Simple Map - A2	\$30.00	\$30.00
Simple Map - A1	\$46.00	\$45.00
Simple Map - A0	\$70.00	\$68.00
Simple Map with Aerial Photo - A4	\$18.50	\$18.00
Simple Map with Aerial Photo - A3	\$30.00	\$28.00
Simple Map with Aerial Photo - A2	\$50.00	\$46.00
Simple Map with Aerial Photo - A1	\$80.00	\$73.00
Simple Map with Aerial Photo - A0	\$120.00	\$113.00
GIS hourly rate for further work	\$55.00	\$50.00
Governance & External Relations		
Statutory Functions		
Freedom of Information requests (excluding photocopying charges)	\$23.90	\$23.90

Appendix E2

Fees & Charges - City & Infrastructure Services

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Infrastructure Services		
Waste Management Operations		
Sale of worm farms	\$67.00	\$65.00
Sale of Compost bins	\$36.00	\$35.00
Resource Recovery Centre fees (Car Boot)	\$13.00	\$6.00
Resource Recovery Centre (Station Wagon, Utility)	\$26.00	\$16.00
Resource Recovery Centre Fees (Small Trailer)	\$38.00	\$23.00
Resource Recovery Centre Fees (Large Trailer)	\$70.00	\$29.00
Resource Recovery Centre Fees (Contractors m ³)	\$60.00	\$45.00

Appendix E3

Fees & Charges - Cultural & Community Development

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Community Development		
Community Sector Strengthening Community Facilities		
Semi Commercial	\$37.15	\$36.10
Casual Hire	\$52.75	\$51.21
Public Liability Insurance	\$28.30	\$27.50
Security Deposit	\$100.00	\$100.00
Community groups hourly rate	\$8.25	\$8.00
Family, Youth & Children		
Vacation Care		
Holiday Program No.1 - Winter	\$67.00	\$65.00
Holiday Program No.2 - Spring	\$67.00	\$65.00
Holiday Program No.3 - Summer	\$67.00	\$65.00
Holiday Program No.4 - Autumn	\$67.00	\$65.00
Winter Camping program per week (4 days)	\$111.00	\$108.00
Spring Camping program per week (4 days)	\$111.00	\$108.00
Summer Camping program per week (5 days)	\$111.00	\$108.00
Autumn Camping program per week (4days)	\$111.00	\$108.00
Children's Services		
Long Day Care daily fee	\$89.90	\$83.10
Home Based Child Care hourly fee core hours	\$5.80	\$5.60
Home Based Child Care hourly fee non-core hours	\$6.80	\$6.60
Home Based Child Care administration fee	\$0.52	\$0.50
Respite care low	\$3.65	\$3.58
Respite care medium	\$6.15	\$6.00
Youth Services		
Party Hire fees for St Kilda APG	\$88.00	\$85.00
Diversity and Ageing		
Community Access		
PAG - quarter day activities for older people and people with disabilities	\$4.55	\$4.55
PAG - half day activities for older people and people with disabilities - this includes water leisure activities	\$8.00	\$8.00
PAG - full day activities for older people and people with disabilities	\$12.50	\$12.50
PAG - Package	\$66.00	\$64.00
Community Care		
Personal Care - Base	\$5.15	\$5.00
Personal Care - Medium	\$12.15	\$11.80
Personal Care - Max	\$33.15	\$32.20
Personal Care - Package	\$43.30	\$41.80
Respite Care - Base Fee	\$3.65	\$3.50
Respite Care - Medium Fee	\$6.15	\$5.90
Respite Care - Max Fee	\$30.60	\$29.40
Respite Care - Package	\$43.30	\$41.80
Home Care - Base Fee	\$6.75	\$6.55
Home Care - Med Fee	\$15.80	\$15.35
Home Care - Max Fee	\$29.30	\$28.45
Home Care - Package	\$43.30	\$42.35
Property Maintenance - Base Fee	\$9.80	\$9.50
Property Maintenance - Med Fee	\$15.40	\$14.95
Property Maintenance - Max Fee	\$41.10	\$39.90
Property Maintenance - Package	\$58.25	\$56.55
Food Services	\$7.65	\$7.44
Food Services - Package	\$8.80	\$0.00

Appendix E3

Fees & Charges - Cultural & Community Development

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Cora Graves - Hall Hire		
Semi-Commercial Use	\$37.18	\$36.10
Casual Hire	\$52.75	\$51.21
Community Groups	\$8.24	\$8.00
Culture and Leisure		
Recreation		
Busking Fee	\$57.00	\$55.00
Street Stall Permit/Collection	\$52.00	\$50.00
Temporary signage fee	\$124.00	\$120.00
Commercial Promotions		
Product Promotions - roving, no structures(per hour)	\$265.00	\$255.00
Product Promotions - with structures or vehicles (per hour)	\$365.00	n/a
Commercial Event or Promotion - site fee per day		
* Heritage Reserve	\$5,305.00	\$5,150.00
* Major Reserve	\$2,122.00	\$2,060.00
* Minor Reserve	\$1,061.00	\$1,030.00
*Foreshore (minor)	\$1,061.00	\$1,030.00
*St Kilda Foreshore	\$5,305.00	\$5,150.00
*Elwood Foreshore	\$2,653.00	\$2,575.00
*Carpark Events (as determined)	\$400 to \$10,000	
*Closed Road Events (per site) - as determined	\$400 to \$10,000	
Bump in and bump out fee - 10% of daily event fee, per day of bump in/bump out	10% of event fee	
Refundable Security Bond	\$515.00	\$500.00
On-Road Events		
Event Fee per participant (multiple sites eg road and reserve)	\$4.25	\$4.10
Traffic management costs (per hour)	\$93.00	\$90.00
On-Road Only (per participant)	\$1.10	\$1.05
Community Event (single site per day)		
* Heritage Reserve	\$500.00	n/a
* Major Reserve	\$300.00	n/a
* Minor Reserve	\$150.00	n/a
*Foreshore (minor)	\$150.00	n/a
*St Kilda Foreshore	\$500.00	n/a
*Elwood Foreshore	\$300.00	n/a
Commercial Recreational Activities		
Other Commercial Recreational Activity	\$1,600.00	\$1,550.00
Kiteboarding (base fee)	\$1,030.00	\$1,000.00
Kiteboarding (per instructor)	\$260.00	\$250.00
Personal Training (2 to 15 participants)	\$260.00	\$250.00
Grand Prix		
Grand Prix stallholders (units sq m)	\$37.00	\$32.90
Grand Prix roving permits (per user)	\$362.00	\$329.90
Grand Prix existing traders (units sq m)	\$41.00	\$39.10
Grand Prix Middle Park Hotel additional trading	\$10,300.00	\$10,000.00
Sports Ground and Facilities Bookings		
Sports ground casual booking (community per day)	\$110.00	\$105.00
Sports ground casual booking (corporate per day)	\$160.00	\$155.00
Sports ground casual booking (high & private schools per term)	\$52.00	\$50.00
Pavilion hire (community & school groups)	\$83.00	\$80.00
Pavilion hire - (corporate groups)	\$150.00	\$80.00
Pavilion Hire - Elwood Pavilion (corporate groups)	\$300.00	n/a
North Port Oval	\$412.00	\$400.00
North Port Oval PracticeTurf Cricket Pitch	\$361.00	\$350.00
Arts & Festivals		

Appendix E3

Fees & Charges - Cultural & Community Development

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Curatorial Services (heritage image reproduction service - digital image delivery by email or CD)	\$15.95	\$15.45
Filming Permits (motion pictures & related photography (first day))	\$770.00	\$745.00
Filming Permits (motion pictures & related photography (second day))	\$445.00	\$148.00
Filming Permits (motion pictures & related photography (third and subsequent days))	\$227.50	\$148.00
Filming Permits (motion pictures, half day)	\$445.00	\$432.00
Photography Permit (commercial stills photography (first day))	\$345.00	\$334.00
Photography Permit (commercial stills photography second & subsequent days)	\$153.00	\$148.00
SKF Footpath trading (non alcohol per m2)	\$9.07	\$8.80
SKF Road Trading (with alcohol per m2)	\$23.99	\$23.29
SKF Itinerant (outside Alfred Square)	\$300.76	\$292.00
SKF Itinerant (Catani Gardens)	\$300.76	\$292.00
SKF Itinerant (Lower Esplanade)	\$300.76	\$292.00
SKF Itinerant (Upper Esplanade)	\$300.76	\$292.00
SKF Itinerant (Alfred Square)	\$158.98	\$154.35
SKF All Food Vending Areas (under 15 m2)	\$62.70	\$60.70
SKF All Food Vending Areas (over 15 m2)	\$96.80	\$88.39
Esplanade Market (3 monthly permits)	\$570.62	\$554.00
Esplanade Market (6 monthly permits)	\$1,077.00	\$1,045.00
Esplanade Market (12 monthly permits)	\$2,000.00	\$1,941.00
Esplanade Market (casual permits)	\$73.00	\$70.00
Library Services		
Overdue charge per item (adults)	\$0.35	\$0.30
Overdue charge per item (under 18)	\$0.25	\$0.20
Local History - microfiche reader printer copies	\$0.35	\$0.30
Internet/PC copy charge	\$0.35	\$0.30
Processing fee: lost/damaged item - AV	\$13.95	\$13.50
Processing fee: lost/damaged item - Hardback books	\$11.65	\$11.30
Processing fee: lost/damaged item - paperbacks	\$5.30	\$5.10
Processing fee: lost/damaged item - Comics	\$1.80	\$1.70
Black and white photocopy charges - A4	\$0.35	\$0.30
Black and white photocopy charges - A3	\$0.35	\$0.30
Colour Photocopy Charges	\$1.05	\$1.00
Sales - computer disks, peripherals, etc	\$2.30	\$2.20
Sale of withdrawn library items - hardbacks	\$0.35	\$0.30
Sale of withdrawn library items - paperbacks	\$0.25	\$0.20
Sale of withdrawn library items - picture books	\$0.25	\$0.20
sale of withdrawn library items - folios	\$0.75	\$0.70

Appendix E4

Fees & Charges - Environment & Planning

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
City Development		
Building Solutions		
Building Control Fees		
Legal Point of Discharge	\$55.55	\$55.55
Property enquiry (Form 2.10) 326/1	\$44.40	\$44.40
Property enquiry (Form 2.10) 326/1 - plus \$40 fast track fee	\$84.40	\$84.40
Flood level certificate 326/2	\$44.40	\$44.40
Flood level certificate 326/2 - plus \$40 fast track fee	\$84.40	\$84.40
Property enquiry - 326/3	\$44.40	\$44.40
Lodgement fee from Private Building Surveyors - commercial	\$33.30	\$33.30
Lodgement fee from Private Building Surveyors - residential	\$33.30	\$33.30
Search fees - Residential	\$85.00	\$80.00
Search fees - Apartments	\$258.01	\$250.00
Search fees - Commercial	\$258.01	\$250.00
Search fees - Cert of Occupancy, Permits etc	\$50.00	\$47.00
Govt building levy (Calculated as % of value of work)	0.128% & 0.034%	0.128% & 0.034%
Report and Consent Fee - Rescode	\$222.30	\$222.30
Report and Consent Fee - Hoarding	\$222.30	\$222.30
Building Permit Internal		
Demolish detached dwelling	\$964.00	\$936.00
Demolish attached dwelling	\$1,159.00	\$1,125.00
Demolish outbuildings	\$580.00	\$563.00
Swimming pools (includes barrier to AS 1926)	\$1,610.00	\$1,563.00
Fences	\$579.00	\$562.00
Carports/garages <20,000	\$772.50	\$750.00
Carports/garages >20,000	\$965.00	\$937.00
Alterations and additions to a dwelling <100,000	\$1,159.00	\$1,125.00
Alterations and additions to a dwelling 100,000-200,000	\$1,351.00	\$1,312.00
Alterations and additions to a dwelling 200,000-300,000	\$1,610.00	\$1,563.00
Alterations and additions to a dwelling >300,000	\$1,930.00	\$1,874.00
New dwellings <250,000	\$2,060.00	\$2,000.00
New dwellings 250,000-500,000	\$2,445.00	\$2,374.00
New dwellings >500,000	\$2,831.50	\$2,749.00
Multiple dwellings (2)	\$3,861.50	\$3,749.00
Multiple dwellings (3)	\$4,504.00	\$4,373.00
Multiple dwellings (4)	\$5,148.00	\$4,998.00
Amendment to building permits issued	\$450.00	\$437.00
Extension of time to building permits issued	\$450.00	\$437.00
Shop fitouts <100,000	\$1,030.00	\$1,000.00
Shop fitouts 100,000-200,000	\$1,223.00	\$1,187.00
Shop fitouts >200,000	\$1,415.00	\$1,374.00
Internal alterations to class 2 apartments	\$966.00	\$938.00
Extension of time- Class 1 or 10	\$268.00	\$260.00
Extension of time- Class 2-9	\$386.00	\$375.00
Lapsed Permit Renewal (Class 1 or 10)	\$536.00	\$520.00
Lapsed Permit Renewal (Class 2 - 9) Minimum Fee	\$670.00	\$650.00
Class 2, 3, 4, 5, 6, 7 & 9 Alterations, additions and new buildings.		
Up to \$40,000	\$702.50	\$682.00
\$40,000 - \$100,000	\$ value x (1.61%)	\$ value x (1.56%)
\$100,001 - \$500,000	\$ value x (1.40%)	\$ value x (1.36%)
\$500,001 - \$2 million	\$ value x (0.54%)	\$ value x (0.52%)

Appendix E4

Fees & Charges - Environment & Planning

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
>\$2 - \$10 million	\$ value x (0.27%)	\$ value x (0.26%)
>\$10 - \$20 million	\$ value x (0.169%)	\$ value x (0.164%)
>\$20 – \$30 million	\$ value x (0.165%)	\$ value x (0.16%)
>\$30 – \$40 million	\$ value x (0.148%)	\$ value x (0.144%)
>\$40 – \$50 million	\$ value x (0.155%)	\$ value x (0.15%)
>\$50 million	\$ value x (0.139%)	\$ value x (0.135%)
Statutory Planning		
Use only	\$502.00	\$502.00
<i>To develop or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:</i>		
< \$10 000	\$0.00	\$0.00
≥ \$10 000 ≤ \$100 000	\$239.00	\$239.00
> \$100 001	\$490.00	\$490.00
<i>To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:</i>		
≤ \$10 000	\$102.00	\$102.00
≥ \$10 000 ≤ \$250 000	\$604.00	\$604.00
≥ \$250 000 ≤ \$500 000	\$707.00	\$707.00
≥ \$500 000 ≤ \$1 000 000	\$815.00	\$815.00
≥ \$1 000 000 ≤ \$7 000 000	\$1,153.00	\$1,153.00
≥ \$7 000 000 ≤ \$10 000 000	\$4,837.00	\$4,837.00
≥ \$10 000 000 ≤ \$50 000 000	\$8,064.00	\$8,064.00
> \$50 000 000	\$16,130.00	\$16,130.00
To subdivide an existing building	\$386.00	\$386.00
To subdivide land into two lots	\$386.00	\$386.00
To effect a realignment of a common boundary between lots or to consolidate two or	\$386.00	\$386.00
To subdivide land	\$781.00	\$781.00
To remove a restriction over the land if the land has been used or developed for more than 2 years before the date of the application in a manner which would have been lawful under the Planning and Environment Act 1987 but for the existence of the	\$249.00	\$249.00
To create, move or vary a restriction; or to create or remove a right of way	\$541.00	\$541.00
To create, move or remove and easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in Crown	\$404.00	\$404.00
Amend an application after notice has been given (Section 57A) (no fee for one dwelling if the estimated cost of development included in the development is less than \$10,000)	\$102.00	\$102.00
Certificate of Compliance	\$147.00	\$147.00
Determining whether a matter has been carried out to the satisfaction of the responsible authority (including car parking consent)	\$102.00	\$102.00
Certification (per lot)	\$20.00	\$20.00
<i>Amendment to Permits</i>		
Change of use or an amendment to a condition in a permit	\$502.00	\$502.00
<i>An application to amend a permit (other than a permit to subdivide land) to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of any additional development to be permitted by the amendment is:</i>		
< \$10 000	\$0.00	\$0.00

Appendix E4

Fees & Charges - Environment & Planning

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
> \$10 000 - \$100 000	\$239.00	\$239.00
> \$100 001	\$490.00	\$490.00
An application to amend a permit to develop, other than (a) a permit to undertake development ancillary to the use of the land for a single dwelling per lot where the total estimated cost of the development originally permitted and the additional development to be permitted by the amendment is not more than \$10,000; or (b) a permit to subdivide land if the estimated cost of any additional development to be permitted by the amendment is:		
< or equal to \$10 000	\$102.00	\$102.00
> \$10 001 - \$250 000	\$604.00	\$604.00
> \$250 001 - \$500 000	\$707.00	\$707.00
> \$500 001 - 1,000 000	\$815.00	\$815.00
Subdivisions		
Application to amend	\$386.00	\$386.00
Form A Report & Consent Request (Bldg Surv)	\$55.55	\$55.55
Discretionary Planning Fees		
Certification	\$115.00	\$110.00
File/Search Requests Res - pre 2002 (Tax 10%)	\$95.00	\$90.00
File/Search Requests Res - 2002 onwards (Tax 10%)	\$50.00	\$45.00
File/Search Requests Comm- pre 2002 (Tax 10%)	\$275.00	\$265.00
File/Search Requests Comm - 2002 onwards (Tax 10%)	\$80.00	\$75.00
Residential Property Information Request (Tax 10%)	\$90.00	\$85.00
Commercial Property Information Request (Tax 10%) - (Includes copies of Permits - not	\$275.00	\$265.00
Permit Extension of Time		
1 dwelling	\$515.00	\$500.00
2-9 dwellings	\$620.00	\$600.00
10 or more dwellings	\$825.00	\$800.00
Subdivisions	\$515.00	\$500.00
Commerical/industrial	\$775.01	\$750.00
Fast Track Applications	\$110.00	\$105.00
Advertising (10% Tax)		
Board	\$67.00	\$65.00
Letter	\$8.25	\$8.00
Photocopying – Plan Printing		
A4	\$1.10	\$1.00
A3	\$1.75	\$1.70
A2	\$4.20	\$4.00
A1 & AO	\$6.70	\$6.50
Car parking consent	\$114.99	\$110.00
Secondary consent	\$114.99	\$110.00
Planning Confirmation	\$155.00	\$150.00
Copy of Planning Register	\$65.00	\$60.00
Development Permits		
Community Amenity		
Works zone permit for 3 or less months: Parking in front of construction site for workers' private vehicles for 3 months or less. Up to 4 bays or the width of the site (whichever is the lesser)	\$1,090.00	\$1,056.00
Works zone permit for 6 months Parking in front of construction site for workers' private vehicles for 6 months. Up to 4 bays or the width of the site (whichever is the lesser)	\$1,950.00	\$1,892.00
Works zone permit for 9 months Parking in front of construction site for workers' private vehicles for 9 months. Up to 4 bays or the width of the site (whichever is the lesser)	\$2,550.00	\$2,475.00
Works zone permit for 12 months Parking in front of construction site for workers' private vehicles for 12 months. Up to 4 bays or the width of the site (whichever is the lesser)	\$3,175.00	\$3,080.00

Appendix E4

Fees & Charges - Environment & Planning

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Work Zone permit extensions: An extension to the permit allowing parking in front of construction site for workers' private vehicles.	\$730.00	\$704.00
Work Zone permit (additional parking bays, in excess of four) Additional parking bays for workers' private vehicles in front of a construction site.	\$220.00	\$209.00
Advertising Signs (Real Estate Agents) application fee Application fee for the permit to allow small Auctions signs to be placed in residential streets at the time of auctions or open for inspections only.	\$70.00	\$68.00
Advertising Signs (Real Estate Agents) permit fee Annual permit for small Auctions signs to be placed in residential streets at the time of auctions or open for inspections only.	\$560.00	\$541.00
Itinerant Trading		
Charity Bins application fee Application fee for permit to place a charity clothing bin on council land.	\$70.00	\$67.00
Charity Bins permit fee Permit fee to place a charity clothing bin on council land.	\$55.00	\$52.00
Commercial Waste Bins application fee Application fee to apply for permit to store waste bins for commercial premises on council land eg for cafes (not skip bins).	\$70.00	\$68.00
Commercial Waste Bins permit fee Permit fee to store waste bins for commercial premises on council land eg for cafes (not skip bins).	\$55.00	\$52.00
Commercial Waste Bins - 120 litre bin	\$55.00	\$52.00
Commercial Waste Bins - 240 litre bin	\$80.00	\$78.00
Commercial Waste Bins - up to 1200 litres	\$320.00	\$312.00
Occupying the road for works:		
Asset Protection Permit. Permit and deposit for protection of council land and assets to cover costs for any damage associated with development works at a construction site.	\$190.00	\$182.00
Out of Hours Permit - application fee Application fee for development work undertaken outside approved hours under the Local Law: 7am-6pm M-F, 9am-3pm Sat. No works on Sunday or public holidays.	\$85.00	\$78.00
Out of Hours Permit - permit fee per day Fee per day for development work undertaken outside approved hours under the Local Law: 7am-6pm M-F, 9am-3pm Sat. No works on Sunday or public holidays.	\$315.00	\$302.00
Road Opening Permit - application fee Application fee to excavate council land for the purposes of water, electricity, telecommunications etc for private contractors. Under legislation, service authorities are not required to obtain permits.	\$75.00	\$75.00
Road Opening Permit - permit fee Permit fee to excavate council land for the purposes of water, electricity, telecommunications etc for private contractors. Under legislation, service authorities are not required to obtain permits.	\$95.00	\$95.00
Vehicle Crossing - application fee Application fee for permit to construct or repair a private driveway to council	\$75.00	\$75.00
Vehicle Crossing - permit fee 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).	\$140.00	\$140.00
Street Occupation Permits - application fee Application fee to apply for a permit to occupy council land for works or storage of associated building materials.	\$85.00	\$78.00
Street Occupation Permits - permit fee Permit fee to occupy council land for works or storage of associated building materials.	\$100.00	\$94.00

Appendix E4

Fees & Charges - Environment & Planning

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Street Occupation Permits - (plus \$10 ground / \$6 head gantry per sq meter per week) For street occupation permits, an additional \$10 per square meter of ground level surface taken up per week or \$6 per square metre per week for overhead gantry (air space)	Plus \$11 ground / \$7 head gantry per sq meter per week	Plus \$10 ground / \$6 head gantry per sq meter per week
Road Closure Permit - application fee Application fee for permit to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval.	\$85.00	\$78.00
Road Closure Permit - fee per day with road opening Permit fee to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval.	\$105.00	\$99.00
Road Closure Permit - fee per day for other closures	\$180.00	\$172.00
Crane / Travel Tower Permit - application fee Application fee to apply for a permit for mobile cranes, travel towers, scissor lifts etc to be used on council land.	\$85.00	\$78.00
Crane / Travel Tower Permit - permit fee Permit fee for mobile cranes, travel towers, scissor lifts etc to be used on council land.	\$95.00	\$89.00
Crane / Travel Tower Permit - fee per day Daily fee for permit for mobile cranes, travel towers, scissor lifts etc to be used on council land.	\$230.00	\$219.00
Skip Bin Permit - application fee Application fee to apply for a permit to store a refuse/skip bin on council land.	\$22.00	\$21.00
Skip Bin Permit - per day Daily fee for permit to store a refuse/skip bin on council land.	\$15.00	\$12.00
Skip Bin Permit - per week Weekly fee to store a refuse/skip bin on council land. ¹	\$75.00	\$68.00
Signage		
Illuminated signs on Cranes Permit to display an illuminated company sign on a Tower Crane on a development site.	\$310.00	\$300.00
Significant Trees - application fee Application fee to apply for permit to remove or prune a significant tree on private land.	\$80.00	\$75.00
Significant Trees - permit fee Permit fee to remove or prune a significant tree on private land.	\$55.00	\$50.00
Footpath Trading		
Occupancy Permits - Tables (charge is annually per item)		
Acland Street	\$125.00	\$125.00
Fitzroy Street	\$105.00	\$105.00
Standard	\$64.00	\$64.00
Discount	\$45.00	\$45.00
Footpath occupancy permits- Chairs		
Acland Street	\$175.00	\$175.00
Fitzroy Street	\$130.00	\$130.00
Standard	\$95.00	\$95.00
Discount	\$70.00	\$70.00
Footpath occupancy permits- Glass Screens - Tables		
Fitzroy Street	\$142.00	\$142.00
Standard	\$86.00	\$86.00
Discount	\$61.00	\$61.00
Footpath occupancy permits- Glass Screens - Chairs		
Fitzroy Street	\$175.00	\$175.00
Standard	\$128.00	\$128.00
Discount	\$95.00	\$95.00
Footpath occupancy permits - Advertising signs 1 per property only	\$263.00	\$255.00
Footpath occupancy permits - Display of goods	\$315.00	\$305.00

Appendix E4

Fees & Charges - Environment & Planning

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Footpath occupancy permits - Planters per premises with outdoor furniture	\$90.00	\$85.00
Footpath occupancy permits - Screens per premises with outdoor furniture	\$160.00	\$155.00
Footpath occupancy permits - Outdoor heaters	\$105.00	\$100.00
Renewal Fee	\$60.00	\$55.00
New Applications Fee	\$60.00	\$55.00
Transfers	\$60.00	\$55.00
Glass Screen Application Fees	\$210.00	\$200.00
Temporary Permits		
Temporary Application Fee	\$60.00	\$55.00
Temp - Marketing & Promotion activity (daily charge) to a max of \$305	\$65.00	\$60.00
Advertising signs application fee	\$60.00	\$55.00
Advertising signs per day (with a max of \$255)	\$35.00	\$30.00
Extended Trading - Outdoor seating		
Extended Trading application fee	\$60.00	\$55.00
Extension of current situation \$10m ² Min of \$200	\$210.00	\$200.00
Marque enclosing outdoor seating \$15m ² Min of \$200	\$210.00	\$200.00
Marque - once off yearly sales \$110/day max \$550	\$115.00	\$110.00
Compliance and Parking		
Health Services		
Food Act Registration & Renewal of Registration Fees - High Risk Class 1 Permits. Initial registration fees decrease on a pro-rata basis by 1/4 every 3 months throughout the annual registration period.		
Less than 10 staff	\$238.00	\$231.00
11-20 staff	\$317.00	\$308.00
21-30 staff	\$397.00	\$385.00
31-40 staff	\$528.00	\$513.00
41-50 staff	\$661.00	\$642.00
51-60 staff	\$793.00	\$770.00
> 60 staff	\$925.00	\$898.00
Food Act Registration & Renewal of Registration Fees - High Risk Class 2 Permits. Initial registration fees decrease on a pro-rata basis by 1/4 every 3 months throughout the annual registration period.		
Less than 10 staff	\$476.00	\$462.00
11-20 staff	\$676.00	\$656.00
21-30 staff	\$793.00	\$770.00
31-40 staff	\$1,057.00	\$1,026.00
41-50 staff	\$1,321.00	\$1,283.00
51-60 staff	\$1,585.00	\$1,539.00
> 60 staff	\$1,849.00	\$1,795.50
Food Act Registration & Renewal of Registration fees - Medium Risk Class 3 Premises. Initial registration fees decrease on a pro-rata basis by 1/4 every 3 months throughout the annual registration period.		
Less than 10 staff	\$238.00	\$231.00
11-20 staff	\$317.00	\$308.00
21-30 staff	\$397.00	\$385.00
31-40 staff	\$528.00	\$513.00
41-50 staff	\$661.00	\$642.00
51-60 staff	\$793.00	\$770.00
> 60 staff	\$924.00	\$898.00
Food Act Registration Fees - Temporary Stalls (Maximum 2 day operations)		
Temporary stall	\$62.00	\$60.00

Appendix E4

Fees & Charges - Environment & Planning

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Small food premises (predominantly community groups) that operate for short periods or to significantly smaller and confined target markets. The premises may operate on a weekly or monthly basis, be a sporting or other club that operates over a weekend		
Class 3	\$103.00	\$100.00
Class 2	\$124.00	\$120.00
Food Act Inspection Fees - Grand Prix stalls		
GP - Production/Restaurant Kitchen	\$238.00	\$231.00
GP - Holding Compound	\$103.00	\$100.00
GP - Vending	\$31.00	\$30.00
GP - Bars	\$57.00	\$55.00
GP - Corporate Box	\$31.00	\$30.00
GP - Food Vehicle	\$124.00	\$120.00
Food Act Registration Late Fees		
Registration late fee (Class 1)	\$27.00	\$26.00
Registration late fee (Class 2 and 3)	\$80.00	\$78.00
Transfer of Registration Fees (Food Act)		
Class 1 & 3	\$106.00	\$103.00
Class 2	\$160.00	\$155.00
Plan Approval Fee		
Class 1 & 3	\$106.00	\$103.00
Class 2	\$160.00	\$155.00
Transfer Inspection Report fees (Food Act)		
Class 1 & 3	\$106.00	\$103.00
Class 2	\$160.00	\$155.00
Community Groups & Registered Charities		
Class 1 & 3	\$106.00	\$103.00
Public Health & Wellbeing Act Fee - Personal services premises (Hairdresseers, Beauty Parlour, Skin Penetration, Colonic Irrigation)		
Registration Fee	\$128.00	\$124.00
Registration Late Fee	\$51.50	\$50.00
Plan Approval Fee	\$48.00	\$47.00
Transfer of registration fees	\$64.00	\$62.00
Transfer Inspection Report fees	\$64.00	\$62.00
Prescribed Accommodation - Residential Accommodation / Rooming House / Youth Hostel / Student Dormitory / Hotel / Motel Registration Fees		
1 - 10 residents	\$180.00	\$175.00
11 - 20 residents	\$338.00	\$328.00
21 - 30 residents	\$506.00	\$491.00
31 - 40 residents	\$675.00	\$655.00
41 - 50 residents	\$826.00	\$802.00
51 - 60 residents	\$1,029.00	\$999.00
61 - 80 residents	\$1,372.00	\$1,332.00
81 - 100 residents	\$1,698.00	\$1,648.00
100+ residents	\$1,994.00	\$1,936.00
Registration Late Fee		
Registration Late Fee	\$54.00	\$52.00
Plan Approval Fee		
Category 1 (1-30 residents)	\$80.00	\$78.00
Category 2 (31-60 residents)	\$106.00	\$103.00
Category 3 (61+ residents)	\$160.00	\$155.00
Transfer of registration fees (Public Health & Wellbeing Act)		
Category 1 (1-30 residents)	\$106.00	\$103.00

Appendix E4

Fees & Charges - Environment & Planning

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Category 2 (31-60 residents)	\$212.00	\$206.00
Category 3 (61+ residents)	\$318.00	\$309.00
Transfer Inspection Report fees (Public Health & Wellbeing Act)		
Category 1 (1-30 residents)	\$106.00	\$103.00
Category 2 (31-60 residents)	\$212.00	\$206.00
Category 3 (61+ residents)	\$318.00	\$309.00
Animal Management		
Domestic Animal Business	\$222.00	\$215.00
Dog		
Multiple animal permit - once off for lifetime	\$55.00	\$52.50
Restricted breed dog - includes any declared, menacing, dangerous dogs	\$217.00	\$210.00
Maximum fee pensioner	\$82.50	\$80.00
Minimum fee pensioner	\$27.50	\$26.50
Maximum fee non- pensioner	\$165.00	\$160.00
Minimum fee non- pensioner	\$55.00	\$53.00
Reclaim fees New Fee	\$140.00	\$136.00
Cat		
Minimum fee non- pensioner	\$28.00	\$27.00
Minimum fee pensioner	\$14.00	\$13.50
Maximum fee pensioner	\$42.00	\$41.00
Maximum fee non- pensioner	\$84.00	\$82.00
Reclaim fees New Fee	\$68.00	\$66.00
Local Laws		
Reclaim fee - impounded goods		
Fee for any goods/materials impounded by council that are released to the owner eg shopping trollies	\$103.00	\$100.00
Parking Permits		
Resident parking permit 1st & 2nd	\$56.00	\$54.00
Resident parking permit 3rd	\$90.00	\$87.00
Combined parking permit (resident/foreshore) 1st & 2nd	\$79.00	\$76.00
Combined parking permit (resident/foreshore) 3rd	\$113.00	\$109.00
Party parking permit (for two days and one night)	\$3.00	\$2.10
Visitor parking permit (annual) 1st & 2nd	\$90.00	\$87.00
Foreshore parking permit	\$23.00	\$22.00
Foreshore Club Parking permit	\$76.00	\$73.00
Tradesman parking permit (per week)	\$40.00	\$37.00
Temporary parking permit - Admin fee	\$68.00	\$66.00
Non-metered restricted time parking per bay	\$31.00	\$30.00
All Day parking ticket or meter parking per bay	\$16.00	\$15.00
Time restricted paid parking per bay	\$26.00	\$25.00
Parking Machine Charges		
Foreshore area (tourist) - per day	\$10.00	\$10.00
Foreshore area (tourist) - per hour	\$4.20	\$4.00
St Kilda Road - North of the junction (commercial) - per hour	\$3.10	\$3.00
Fitzroy Street Area (tourist/retail) - per day	\$10.00	\$10.00
Fitzroy Street Area (tourist/retail) - per hour	\$3.10	\$3.00
South Melbourne East - North East of Kingsway (commercial) - per hour	\$3.10	\$3.00
South Melbourne South - Albert Road area (commercial) - per day	\$8.30	\$8.00
South Melbourne South - Albert Road area (commercial) - per hour	\$3.10	\$3.00
South Melbourne Central - North of Park and Ferrars Street (industrial) - per day	\$5.00	\$5.00
South Melbourne Central - North of Park and Ferrars Street (industrial) - per hour	\$1.30	\$1.20
South Melbourne Central - Clarendon Street Retail Precinct - per day	\$5.20	\$5.00
South Melbourne Central - Clarendon Street Retail Precinct - per hour	\$1.30	\$1.20
South Melbourne West - South West of Ferrars Street (Industrial) - per day	\$5.00	\$5.00
South Melbourne West - South West of Ferrars Street (Industrial) - per hour	\$1.30	\$1.20
St Kilda Road - South of St Kilda Junction (commercial / retail) - per day	\$5.00	\$5.00
St Kilda Road - South of St Kilda Junction (commercial / retail) - per hour	\$1.30	\$1.20

Appendix E4
Fees & Charges - Environment & Planning

Description	Total Fee 2011/12 (\$)	Total Fee 2010/11 (\$)
Parking Fines		
Penalty Fines - class 1	\$60.00	\$60.00
Penalty Fines - class 2	\$72.00	\$72.00
Penalty Fines - class 3	\$120.00	\$120.00
Penalty Reminder Notice	\$21.50	\$21.50
Enforcement fee	\$46.80	\$46.80
City Strategy		
Planning Scheme Amendment Fees		
Assessment of Request	\$798.00	\$798.00
Consideration of Submissions	\$798.00	\$798.00
Adoption	\$524.00	\$524.00



7. APPENDIX F

KEY STRATEGIC

ACTIVITIES

Appendix F

Key strategic activities

This appendix presents a number of key strategic activities to be undertaken during the 2011/12 year and performance targets and measures in relation to these.

Key Strategic Activities

For the year ending 30 June 2015

Strategic Direction	Strategic Sub-theme	Key Strategic Activity	No.	Indicator	Target	Source
1. Engaging and Governing the City	1.1 Value and utilise skills and knowledge in the community	Implement actions from the communications and engagement strategy	1.1	Actual expenditure against budgeted	\$25K +/- 10%	Financial Reports
			1.2	Percentage of year one actions commenced or completed	95%	Communications & Engagement Strategy
	1.3	Percentage of staff identified as requiring training that are trained in community engagement process & practices	70%	Staff requiring training will be identified in the coming financial year.		
	1.4	Community satisfaction with Council's engagement with the community in decision making on key local issues	70 (indexed mean)	Department of Planning & Community Development annual community satisfaction survey		
2. Taking Action on Climate Change	2.1 Reducing consumption and emissions	Implement SOCs and Blocks program from the Towards Zero Strategy Objective: To reduce environmental impact from common areas in apartment blocks, and improve the capacity of owner's corporations to respond to climate change.	2.1	Actual expenditure against budgeted	\$100K +/- 10%	Financial Reports
			2.2	Percentage of project milestones completed on time	95%	Project milestones to be determined.
	2.3	Number of participating apartment blocks	25	Council records		
	2.4	Percentage of participants that report an improvement in their capacity to respond to climate change	70%	Pre and post participation survey. Survey to be determined.		
3. Strengthening our Diverse & Inclusive Community	3.1.6 Ensure the quality and accessibility of children's and family services	Complete the construction of the St Kilda Family & Children's Centre Objective: Construct a building that will support integrated services that meets the needs of children and families in the local area	3.1	Actual expenditure against budgeted	\$11.50M +/- 10%	Financial Reports (includes \$5.5M rollover from 2010/11)
			3.2	Percentage of key construction milestones met	95%	Project milestones to be determined.
			3.3	Child Care Centre Capacity	Capacity of 110 places	Council records
	4.1	Actuals against budgeted	\$700K +/- 10%	Financial Reports		
4. Enhancing Liveability	4.3 Caring for our natural environment	Implement the Street Tree Planting program as part of the Greening Port Phillip Strategy Objective: Implement the Greening Port Phillip Strategy to ensure a healthy and diverse urban forest.	4.2	Percentage of intended streets planted	95%	Intended streets are listed in Greening Port Phillip Strategy.
			4.3	Number of trees planted	1400	Council records
			4.4	Increase in the overall number of trees	675	Council records