

COUNCIL PLAN 2021-31

Year Two – June 2022

Volume 2




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City of Port Phillip

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City of Port Phillip

Council Plan 2021–31

Volume 2

The Council Plan is divided across three volumes:

Volume One introduces the Plan, including background information, development approach and details on the inputs that informed the Plan. Importantly, it outlines the vision our community has for our City over the next 10 years and presents our strategic directions (including the services provided and performance indicators for each), an overview of our financial strategy and a list of proposed capital works projects by neighbourhood.

Volume Two contains the detailed financial information for the Plan, including our 10-year Financial Plan. It includes information on our financial strategy, financial position, risks and sustainability. It also contains asset management information including Council's Asset Management Framework, a detailed asset plan, and detailed financial information about our services provided in each strategic direction.

Volume Three provides information on the 28 services we provide to our community

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



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Our Financial Strategy

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

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

Addressing our financial challenges

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

There are eight key long-term challenges outlined in Volume One that must be addressed to achieve our community's vision for Port Phillip. This includes addressing the economic, social and health disadvantage experienced by some in our community, which in some cases is being experienced for the first time. Responding to the needs of a diverse group of customers and ensuring that in shifting towards greater use of technology we are not inadvertently exacerbating the digital divide is also important. Climate change is a continuing challenge that requires investment in our assets, changing how we deliver our services and working with our community and partners. The economic shock associated with COVID-19 affected many in the City of Port Phillip and the operations and finances of Council were not immune. A significant challenge over the next decade will be continuing to help our community not only recover but rebuild and become more resilient to future economic shocks.

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

extra costs to Council. Service costs are expected to increase significantly over the next few years, and we will also be required to implement access to a four-stream waste services by 2030.

When responding to these challenges and continuing to deliver the services our community value, we need to keep rates affordable (as measured by the rates cap) despite pressure on other revenue sources and key service and construction costs growing faster than the rates cap. It is also essential that we increase investment to address growth, ageing assets and climate change. Without action, the Financial Plan forecasts a cumulative \$89 million funding gap.

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

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

Strategic Lever 1: Delivering efficiency and cost savings

Our community's expectation for better value service delivery is of primary concern to Council. We have identified permanent operational savings of \$1.5 million and \$1.4 million of one-off project savings in Budget 2022/23. This adds to the \$2.3 million of savings in Budget 2021/22 and \$12.6 million delivered in the previous Council Plan. Cumulative savings since the introduction of rates capping in 2016/17 are more than \$70 million.

Over the life of the Financial Plan, we will target efficiency savings equivalent to one per cent (approximately \$1.9 million) of operating expenditure (less depreciation) per annum. Cumulative savings are expected to be \$73 million over the 10-year period.

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



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

Strategic Lever 2: Appropriate use of borrowings and reserves

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

We have no debt following the \$7.5 million repayment in 2021/22 (there are some finance lease liabilities). Borrowing will be reviewed annually as part of the budget process and as needed for significant projects.

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

The Financial Plan includes using general reserves as an internal source of borrowing for projects that will benefit future generations or projects that pay for themselves over the long-term, such as the energy efficient street lighting upgrade on major roads.

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

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

Over the next four years we are forecasting a net drawdown of \$41 million from reserves (excluding project deferrals).

Strategic Lever 3: Careful management and prioritisation of expenditure

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

In addition to disciplined budget setting and expenditure monitoring, the Financial Plan strategy provides \$5.2 million per annum for operating projects including cloud-based technology that will be recognised as operating expenditure. Some years may be higher where benefits justify increased investments.

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

Strategic Lever 4: Setting fair and appropriate user charges

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

Budget 2022/23 includes the introduction of Waste Charges separated from the General Rates, which increased within the overall rates cap increase of 1.75 per cent. This aligns with the user-pays principle for private benefits/direct waste services such as kerbside collection, communal waste services, hard waste and Resource Recovery Centre operations. A tiered pricing structure is to be implemented that recognises the convenience of kerbside collection service compared to communal hubs. Pricing for bin sizes and rebates will be set to ensure a fairer outcome.



Despite the high inflation forecast of 4.5%, most fees increased by 2 to 2.75 percent in Budget 2022/23.

Benchmarking with surrounding municipalities and relevant industries is performed annually, which resulted in no increase to the gallery hire fee to encourage use. Where possible, we aim for service cost recovery, such as childcare fees increasing by 2.6 per cent, to recover the direct cost of the service while ensuring compliance with National Competition Policy. We also balance the public versus private benefits in our decision-making.

The Financial Plan assumes high-level planning for future increases linking Council user charges to inflation plus 0.25 percentage points from 2023/24. The application and impact of this policy setting will be reviewed annually to ensure affordability and fairness.

Rates assistance

We recognise the impact municipal rates and other charges have on financially disadvantaged groups in our community. In addition to our commitment to keeping rates affordable, we offer assistance packages including:

- A Council-funded pensioner rebate (maximum) of \$200 in 2022/23 recognising that the rebate was increased by 14 per cent in 2021/22 (\$175 to \$200). The City of Port Phillip is one of very few councils offering this scheme.
- An option for self-funded retirees to defer their rates indefinitely at half the official penalty interest rate set by the Victorian Government (five per cent for the 2022/23 financial year).
- One-off waiver of a maximum of \$750 on application to the Chief Financial Officer in cases of extreme financial hardship.
- Providing a 50 per cent waiver of the general rate for housing accommodation that provides reduced rentals for older persons of limited means.
- Support for residents and ratepayers experiencing hardship through rate deferrals and payment arrangements.

Financial risks

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

- The funding and financing plan for Fishermans Bend is still uncertain. This is the responsibility of the Victorian Government and is a key advocacy priority for Council.
- There may be a large funding gap between the infrastructure desired at Fishermans Bend and what can be funded. A failure to appropriately budget for the costs of running and looking after new assets in Fishermans Bend is also a potential risk.
- The risk of COVID-19 lasting longer than projected. It is still uncertain how long and severe the impact will be over the short and medium term; the 10-year plan assumes lower parking revenue.
- The implementation and ongoing cost of the four-stream waste and recycling system required under the recently announced Recycling Victoria policy are being worked on. High-level provisions are included in the 10-year plan.
- The Financial Plan assumes rates capping based on inflation. Since its introduction, the Minister for Local Government has prescribed rate increases based on inflation, which has been lower than the Essential Services Commission (ESC) recommendation. Every 0.1 per cent lower than the ESC method equates to a \$0.13 million reduction per annum in revenue.
- Works in progress to test key sites to quantify the monetary impact of soil contamination. Projects included in the Financial Plan assume high level estimates of soil contamination.
- The current Enterprise Agreement (EA) ends on 30 June 2022. EA outcomes greater than CPI will add to the rates cap challenge.



- A more subdued property development market may result in:
 - Rates revenue growing at a lower rate than projected; around 0.5 to 1.3 per cent per annum Financial Plan assumption; again, noting that every 0.1 per cent reduction in growth equates to a \$0.13 million reduction in revenue.
 - Lower user fees and statutory fees received, including for statutory planning, street occupation permits, road closures and skip bins. A 10 per cent fall in activity could result in a revenue reduction of \$0.41 million per annum.
 - Parking revenue, which is our second largest revenue source, is historically volatile and can be affected by the macro-economic environment. A one per cent reduction in revenue from parking fees and fines equates to a \$0.35 million per annum reduction in revenue.
- Current Municipal Association Victoria WorkCover Scheme wind-up, and residual liability having to be met over the short to medium term.
- The possibility of a future unfunded defined benefits superannuation shortfall call.
- Future reductions in funding from other levels of government or increases in cost shifting. Recently announced changes include:
 - The Victorian Government increased the Environment Protection Authority landfill levy from \$65.90 per tonne to \$125.90 tonne over a three-year period to 2022/23, which is an increase of \$60 per tonne or 91 per cent. This decision alone will increase our cost base by \$23 million over the 10-year plan.
 - Rates exemption on social housing which was quantified at \$80+ million in reduced council rates over 10 years. While this legislation was subsequently withdrawn, there are inherent risk of future policy changes set by other levels of government that have significant financial impact to Councils.
- Not realising full benefits of the Clever Port Phillip program and efficiency targets embedded in the Financial Plan.

- A major, unexpected, asset renewal or upgrade challenge (for which Council maintains an asset renewal reserve).

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

Given the increased short-term uncertainty associated with COVID-19, the Budget 2022/23 cash surplus of \$1.56 million is greater than our long-term target of \$0.5 million.

Monitoring our financial sustainability

We use the Victorian Auditor General's (VAGO) financial sustainability indicators to monitor our financial sustainability. Our financial strategy is designed to ensure an overall low risk rating over the period of the Plan unless we can show it is prudent not to (for example, one-off abnormal transactions that do not have an enduring impact). We are forecasting that we will achieve an overall risk rating of 'Low' throughout the 10-year period, as shown in the table below.

VAGO financial indicators

Indicator	Indicator Targets	Budget	Projections								
		2022/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	2031/32
Net Result %	Greater than 0%	(1.4%)	2.5%	6.6%	3.6%	4.1%	4.4%	4.5%	4.5%	4.4%	4.4%
Adjusted underlying result	Greater than 5%	(6.5%)	(0.9%)	0.6%	0.7%	1.3%	1.6%	1.8%	1.8%	1.8%	1.8%
Working Capital	Working Capital Ratio >100%	344%	287%	255%	245%	251%	258%	265%	272%	279%	284%



Indicator	Indicator Targets	Budget	Projections									
		2022/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	2031/32	
Internal Financing	Net cash flow from operations to net capital expenditure >100%	56%	60%	81%	97%	119%	120%	121%	120%	119%	118%	
Indebtedness	Indebtedness ratio <40%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	2.0%	2.0%	2.1%	2.1%	
Capital Replacement	Capital to depreciation >150%	215%	289%	258%	181%	151%	151%	150%	150%	150%	150%	
Infrastructure Renewal Gap	Renewal & upgrade to depreciation >100%	177%	216%	226%	154%	129%	129%	127%	127%	127%	127%	
Overall Financial Sustainable Risk Rating		Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	

Our 10-year Financial Plan

Overview and context

Financial sustainability is a key objective for Council, as a sound financial base is needed to continue to deliver valued services to the community and look after our \$3.2 billion worth of community assets. The 10-Year Financial Plan supports Council achieving financial sustainability, particularly in the face of the significant challenge posed by rates capping. The Financial Plan also provides the context within which we formulate the Council Plan, including our Strategic Resource Plan and Budget and enables us to plan for the financial impacts of growth.

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

Key outcomes of the Financial Plan:

Identifying the impact of rate capping

We recognise community concern about the affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure. The community's expectation for better value in service delivery has been reflected in our decision-making. We continue to implement initiatives to ensure our services are delivered in the most efficient and effective manner possible. This includes a successful drive for efficiency savings. Permanent operational savings of \$1.5 million for Budget 2022/23 have been identified in addition to \$1.4 million of one-off portfolio savings. This builds onto the \$2.3 million ongoing savings identified in Budget 2021/22.



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

The rates cap in 2022/23 is 1.75 per cent (despite updated inflation at 4.5%), but beyond 2022/23 is still highly uncertain. The ESC recommended the rates cap be set at a level that reflects movements in the Consumer Price Index (CPI).

The Financial Plan assumes a rates cap based on inflation. The impact of rate capping is quantified as an accumulated challenge of \$89 million over 10 years. This is a major challenge for us (and the sector as a whole) that will require fundamental changes to the way we operate. Our approach to managing this challenge is outlined below.

Financial challenge (Rate capping)

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

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

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

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

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

Rates cap consistent with the ESC methodology

	2021/22	2022/23	2023/24	2024/25	2030/31
Rate increase	1.50%	1.75%	2.20%	2.30%	2.30%
Accumulated rate capping challenge (\$million)	(\$0.0)	(\$0.0)	(\$12.9)	(\$14.7)	(\$88.9)

Growth in Port Phillip

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

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

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



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

Climate change and renewing community assets

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

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

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

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

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

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

Impacts of Victorian and Australian Government legislation and policy

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

- New waste services including Food Organics and Garden Organics, and glass recycling, which at high-level estimates will increase Council's cost base by \$4.1 million ongoing plus setup costs up to \$3.3 million.
- Environment Protection Authority increasing the landfill levy by 91 per cent over a three-year period from \$65.90 to \$125.90 per tonne. This is equivalent to \$2 million per annum, \$23 million over the 10-year Financial Plan.
- Direct removal of funding, such as the freeze in indexation of grants commission funding and the cessation of \$250,000 funding for adventure playgrounds.
- Indirect impact of government policies that formally or informally transfer service responsibility, for example we currently allocate resources to support social housing (\$500,000) a public policy area that in many respects should be the responsibility of state and federal governments.
- Introduction of the congestion levy, which is being partly funded by a contribution of rates revenue to mitigate the significant negative impact on visitation and trade in the areas where the levy applies (in addition to an increase in parking fees).
- Additional capital expenditure needed to ensure our buildings are compliant with the Disability Discrimination Act and Building Code 1992.
- The Victorian Government recently announced and subsequently withdrew its bill on rates exemption on social housing. The impact of this bill was quantified at \$80+ million over the 10-year period. There is an inherent risk of other government legislation significantly impacting our financial sustainability.



Financial outcomes

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

Cash surplus/deficit

This is a measure of the cash inflows from all sources of revenue and the cash outflows for all expenditure (capital and operating expenditure). The Financial Plan presents a balanced budget over the 10-year horizon. However, it is important to note that we will have to make significant financial savings to meet the rate capping challenge (quantified as \$89 million over 10 years).

Borrowings

We have the capacity to borrow up to \$80 million and still achieve a low-risk rating by VAGO financial sustainability risk assessment. We retired the \$7.5 million debt in 2021/22. We have no debt other than some finance lease liabilities as part of our financing strategy. It is likely that investing for growth will require the prudent use of borrowing, particularly as Council will be contributing to catalytic Fishermans Bend projects.

Working capital

This is a measure of current assets to current liabilities (our ability to pay existing liabilities that fall within the next 12 months). The Financial Plan expects this measure to stay well above 100 per cent, peaking at 395 per cent and dipping to a low of 245 per cent.

Infrastructure renewal gap

The Infrastructure Renewal Gap ratio measures spending on existing assets through renewal and upgrade compared to depreciation. A ratio of 100 per cent or higher shows that spending on existing assets is moving at a faster rate than asset

deterioration. The Financial Plan forecasts significant investment in existing assets over the next 10 years, achieving a renewal gap ratio between 127 per cent and 226 per cent. Whilst some asset portfolios have had strong investment over past years our Building Portfolio is aging with 49% of the assets in this portfolio being consumed. With aging stock our divestment and investment into this portfolio is essential to meet future community needs. The need for upgrades is driven by safety (the Building Code of Australia under the *Building Act 1975*) and accessibility (*Disability Discrimination Act 1992*). Councils' enterprise asset management plan and asset portfolio plans provide further details of the assets we have, with the funding and renewal ratios required to continue to enable the services the asset provides.

Financial sustainability

Despite being in a relatively strong financial position, rate capping presents a significant threat to our financial sustainability. To manage this challenge, we continue to consider the principles of sound financial management prescribed in the *Local Government Act 2020*:

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

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



Indicator	Indicator Targets	Budget	Projections									
		2022/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	2031/32	
Net Result %	Greater than 0%	(1.4%)	2.5%	6.6%	3.6%	4.1%	4.4%	4.5%	4.5%	4.4%	4.4%	
Adjusted underlying result	Greater than 5%	(6.5%)	(0.9%)	0.6%	0.7%	1.3%	1.6%	1.8%	1.8%	1.8%	1.8%	
Working Capital	Working Capital Ratio >100%	344%	287%	255%	245%	251%	258%	265%	272%	279%	284%	
Internal Financing	Net cash flow from operations to net capital expenditure >100%	56%	60%	81%	97%	119%	120%	121%	120%	119%	118%	
Indebtedness	Indebtedness ratio <40%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	2.0%	2.0%	2.1%	2.1%	
Capital Replacement	Capital to depreciation >150%	215%	289%	258%	181%	151%	151%	150%	150%	150%	150%	
Infrastructure Renewal Gap	Renewal & upgrade to depreciation >100%	177%	216%	226%	154%	129%	129%	127%	127%	127%	127%	
Overall Financial Sustainable Risk Rating		Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	

Financial principles

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

Financial principle	Measures
1. Council will have fair, affordable and stable revenue and financing mechanisms.	1. Funding is prioritised towards achieving Council strategies and priorities and in accordance with key policies.
	2. The distribution of costs and revenues is to be fair and reasonable with a level of consistency in treatment.
	3. The capacity of people to pay will be considered in determining the appropriate mix of funding mechanisms.
	4. Where benefits from an investment are to be enjoyed by future generations, those future generations should contribute to the cost.
	5. Those who directly benefit from or cause expenditure will make a contribution towards funding it.
	6. Funding mechanisms will be transparent, practical to implement and not involve unreasonable transaction costs.
	7. Growth in universal services will be funded through growth in rates and the broader revenue base associated with growth.



Financial principle	Measures
	8. Rate revenue will remain at a stable percentage of total underlying revenue (target between 60 per cent and 65 per cent of total underlying revenue) and other revenue will be strengthened over the medium term to reduce reliance on rate revenue.
2. Council will have an ongoing sustainable and balanced budget, and ideally a small cash surplus.	9. Expenditure on operating activities will be in line with, or lower than, income from operating activities, producing a surplus. Any surplus achieved will be used to repay debt or carried over to subsequent years.
	10. Net cash outflow from operational, capital and financing activities will be in line with, or lower than, cash inflow from operational activities, producing a cash surplus. A positive cash surplus balance in any budgeted year is targeted.
	11. Net cash flow from operations is to generate sufficient cash to fund capital works over the long term. Internal financing ratio to be greater than 100 per cent.
3. Council's asset base will be maintained, enhanced and expanded.	12. The total pool of assets will increase in value each year – excluding the effect of any revaluation adjustments and sale of assets of lower strategic value.
	13. Capital expenditure compared to depreciation is to be greater or equal to 150 per cent over a medium to long-term planning horizon.
	14. Assets will be managed in accordance with community need, optimum utilisation and long-term efficiency.
	15. Capital expenditure on existing assets (asset renewals and upgrades) will be higher than depreciation over a medium to long-term planning horizon.

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



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

Revenue and rating strategy

The Rating Strategy 2022-25 has been consulted with our community alongside the Budget 2022/23.

Rating Strategy 2022-25

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

- Rates are levied in accordance with a ratepayer's capacity to pay as measured by the Capital Improved Value (CIV) of property owned within the municipality. Rates levied are therefore directly proportional to the CIV of individual properties. Other measures such as concessions, deferral of rate payments and other discounts to fees and charges will be applied to address equity and access issues.
- Higher differential rates will be set for commercial and industrial properties than residential properties due to their greater capacity to pay based on taxation benefits and higher rental yields.
- Consistent with our principle to rating principles to manage the impacts of change, any major differential rating changes will be gradual taken into consideration the annual general property valuation and demographic changes as part of the budget development process.
- We do not have a municipal charge because such a charge would increase the rates burden on ratepayers who have a lower ability to pay.
- A Tiered Waste Service Charge structure set for all rateable assessments to recover the cost of waste services that are direct and or private benefits (such as kerbside collections, communal food garden and glass recycling, hard waste collection, and Resource Recovery Centre operations). The setting of waste charges will be a tiered pricing structure recognising the key service differences between kerbside collection and communal services. It will include a mix of

concessions, bin sizes, and exemptions to influence community behaviour, and ensure equitable outcomes in the community.

- Special rates are levied against retail tenants in various shopping precincts and this rate income is then distributed to centralised trader associations to spend on improving the shopping strip for the benefit of all traders.
- Rate concessions are available for recreational land and pensioners. We are one of only a few councils that provide a pensioner rate rebate in addition to the Victorian Government pensioner rate rebate.
- Self-funded retirees are entitled to request a deferral of their rates indefinitely at a discounted interest rate. People experiencing financial hardship may also, subject to application and financial assessment, access this benefit.

Non-rate revenue strategy

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

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



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

Our borrowings strategy

Our borrowings strategy is supported by the following principles:

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

Our asset management approach

Our asset management approach (refer to the section titled Council's Asset Management Framework) is supported by the following principles: The council's Asset Management Policy seeks to achieve the following outcomes from asset management:

Fit for Purpose: assets will deliver agreed levels of technical of service to the organisation and community in terms of function (including safety and accessibility), condition, and capacity.

Community Benefit: Council will innovatively use its asset base to support the social, cultural and economic wellbeing of the community.

Environment Sustainability: assets are planned and developed to incorporate climate resiliency and mitigate our environmental impact.

Financial Sustainability: asset management decisions and practices ensure the council has the funds to look after, improve and grow its assets for current and future generations.

Advanced Practice: Council will demonstrate advanced asset management practice including the use of smart technology to optimise decisions and performance.



Financial resource planning assumptions and risks

Financial assumptions

- The Financial Plan is updated annually following a review of internal financial results and changes in the external environment. Following this, scenario analysis is performed to test key assumptions and to prepare a 10-year forecast that best represents our expected financial performance given those assumptions.
- The financial information used for 2022/23 (the base year) is based on the April 2020 forecast. The revenue and expenditure associated with growth has been separated from all other activities for the purposes of this Financial Plan. The assumptions associated with growth are included in the 'Planning for growth' section.

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

Indexation Factors % Movement	2022/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Consumer Price Index (CPI)	4.5%	2.20%	2.30%	2.30%	2.30%	2.40%	2.50%	2.30%	2.30%	2.30%
	Base on the most recent forecast from Deloitte Access Economics Business Outlook for the Victoria.									
Rates cap – ESC recommended methodology	1.75%	2.20%	2.30%	2.30%	2.30%	2.40%	2.50%	2.30%	2.30%	2.30%
	There remains some uncertainty regarding the level of the rates cap in future years. For the purposes of the financial plan, Council has used forecasts from the Deloitte Access Economic Business Outlook for the Consumer Price Index.									
Growth in the rate base	1.3 per cent per annum based on latest population growth data from Profile ID and Fishermans Bend Taskforce adjusted for uncertainty due to COVID-19 for the next three years between 50 per cent.									
Waste Charges	1.75%	6.40%	10.40%	2.90%	3.00%	3.30%	3.10%	3.10%	3.10%	3.10%
	Based on cost recover of direct waste services/private benefits including kerbside collection, communal waste services, hard waste and Resource Recovery Centre operations. Greater increase in 2023/24 due to full year roll-out of FOGO and glass recycling. Glass as a contaminant in the recycling stream in 2024/25 which another cost shift from State Government.									
Parking revenue	Outyears parking utilisation expected to be five per cent lower than Financial Year 2018/19 actuals adjusted for fee increases at CPI plus 0.25 per cent.									
User fees and charges	User fees and charges is linked to the CPI plus 0.25 percentage points per annum.									
Open Space contributions (Developer)	2022/23 based on developments on hand and last four-year average. Outyears between \$5 to \$6 million per annum excluding Fishermans Bend. The Funding and Financing Plan for Fishermans Bend, which may include a Development Contribution Plan, will alter high-level forecast open space contributions based on growth data.									
Government Grants	Ongoing grants steady with CPI indexation. Capital grants are based on known funding. Outyears are set at a minimum of \$2.13 million adjusted for CPI indexation.									
Indexation Factors % Movement	2022/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Interest income	1.01%	2.50%	2.50%	2.40%	2.70%	2.80%	2.80%	2.80%	2.70%	2.70%



	Base on the most recent forecast from Deloitte Access Economics Business Outlook 90-day bank bill swap rate plus 50 basis points.									
Indexation Factors % Movement	2022/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Employee costs	2.0%	2.20%	2.30%	2.30%	2.30%	2.40%	2.50%	2.30%	2.30%	2.30%
	Current Enterprise Agreement ends in financial year 2021/22. The plan assumes EA at 2% for 2022/23 and linking to rates cap in out-years.									
Contract services, professional services, materials and other expenditure	<p>Most contract increase at on 1 July based on full financial year to June inflation. Budget includes a 4.5% or contractual agreements.</p> <p>Budget 2022/23 includes a number of cost pressures expected to be ongoing including:</p> <ul style="list-style-type: none"> • Landfill increased 91% over three years – 2022/23 \$20 per tonne or 30 per cent on 2020/21 (\$0.64 million). • New FOGO and glass recycling services estimated at \$1.8 million for 2022/23. Additional \$0.93 million in 2023/24 for full year roll out and another \$1.68 million for glass as contaminant. • Construction costs expected to be at least 0.8 per cent above CPI due to high volume of works driven by other levels of government. 									
Bad and doubtful debts	Long-term Parking Infringement Debts are lodged and managed by Fines Victoria. Bad debt write-off linked to infringement income and historical collection rates.									
Utility costs	Electricity charges reflect rates per Melbourne Renewable Energy Project contract. Utility charges impacted by variables inclusive of demand charges, network charges, weather, utilisation, offset by the benefits from our investment in efficiency street lighting upgrades.									
Service growth	The cost-of-service growth is equivalent to the increase in rates revenue attributable to increase in the rates base (that is, it is assumed that the benefit of new assessments is wholly offset by the cost to service them).									
Depreciation	Continued work on improving our asset condition data will see lower depreciation. Depreciation will increase as a product of new assets being created consistent with the planned capital program.									
Operating projects	Total operating projects to be capped to \$5.2 million from 2025/26 and increases by annual CPI.									
Capital projects	Capital projects consistent with the detail planned over the Strategic Resource Plan. Annual capital project budgets will target renewal gap ratio greater than 100 per cent and capital replacement ratio greater than 150 per cent.									
Borrowing	We will consider borrowings when reviewing and developing the Council Plan and Budget. The prudent use of borrowing is to be consistent with our principles of smoothing out major financial shocks, intergenerational significant projects and for growth related capital projects.									

Reserves	<p>The use of reserves remains consistent with past practice. This includes the following assumptions:</p> <ul style="list-style-type: none"> • open space receipts based average 4-year average. Outgoings are based on forward Public Space Strategy expenditure. • sustainable transport reserve receipts to be relatively steady adjusted for CPI indexation and outgoings brought forward in the first four years will see reduced expenditure in the outyears • where appropriate, unspent capital budgets during the financial year will be quarantined to the asset renewal reserve to fund future capital portfolio investments • five per cent of Fishermans Bend derived rates income to be quarantined to the municipal growth fund for Fishermans Bend investments.
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Financial risks

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

Risk	Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Fishermans Bend funding gap	Almost Certain	Extreme	Catastrophic	<ul style="list-style-type: none"> • Officers actively involved in the funding plan. • Council will only be the development authority at an individual project basis where the project funding risk to Council is consider immaterial. 	Medium



Risk	Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Impacts of COVID-19 (immediate, medium and long-term)	Almost Certain	Major	Catastrophic	<ul style="list-style-type: none"> Officers are actively involved in managing our financial performance. The development of current and future budgets has been modelled and assumptions peer reviewed. 	Medium
Site contamination on Council land (owned and managed)	Almost Certain	Major	High	<ul style="list-style-type: none"> Council-endorsed Site Contamination Management Policy. Proactive assessment of land over which Council has management or control will inform planning of works and assist in the prevention of major financial impacts. 	Medium
Future reductions in funding from other levels of government or increases in cost shifting. An example is recently announced and withdrawn legislation on Rates Exemption for Social Housing	Almost Certain	Major	High	Officers are actively involved in advocacy with all levels of government to ensure policy changes are announced well in advance. This includes working with the M9 Councils for united advocacy.	Medium

Risk	Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Waste sector disruptions and changes to Environment Protection Authority landfill levies	Almost Certain	Major	High	Updated Rating Strategy including funding of waste separated from General Rates. Future increases to be set on cost recovery. Officers will review charges annually to ensure they remain affordable.	Low
Rate cap lower than CPI A 0.1% lower than CPI = \$125k per annum or \$1.50m over the plan	Possible	Major	High	Our financial strategy will be reviewed and financial levers adjusted to ensure we are financially sustainable.	Medium
EBA outcomes could be greater than CPI	Possible	Major	High	Ensuring Council is financially sustainable requires operating income to sufficiently cover operating expenditure and infrastructure investments. Service reviews will play a key role to ensure our services and service levels are appropriate and sustainable. Key focus on EBA negotiation.	Medium
Lower property development growth than projected	Possible	Major	High	Our financial strategy will be reviewed and financial levers adjusted to ensure we are financially sustainable.	Medium



Risk	Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Construction costs increasing above CPI	Likely	Moderate	Medium	The Australian and Victorian Governments are heavily investing in local infrastructure in the short to medium terms, which is likely to impact construction costs. Officers are factoring the additional costs in developing budgets.	Medium
WorkCover Scheme wind up and residual liabilities	Likely	Moderate	Medium	Officers are in contact with MAV on the status of the WorkCover Scheme. Council has some reserves that can be used to cover short-term contingencies.	Low
Future unfunded defined benefits superannuation call occurring	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> • Superannuation Board monitors the Vested Benefits index on a quarterly basis to avoid material shortfall calls. • Some cash reserves can be drawn down in the short-term and replenished over the long-term. 	Low

Planning for growth

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

The Victorian Government is currently developing the Fishermans Bend Funding and Financing Plan, which may include a Development Contribution Plan. Due to the uncertainty of future investment profile, no major projects are included in the out-years of the financial plan. Council will continue to renew and upgrade existing infrastructure at Fishermans Bend including JL Murphy Reserve, North Port Oval Upgrade and surrounding facilities such as Elder Smith Reserve Pavilion and Park Improvements.

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

Non-financial resources

Council culture

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



Council staff

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

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

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

Council's Asset Management Framework

Asset management approach

We are custodians of \$3.6 billion (\$3.2 billion net) worth of community assets. This includes land, buildings, infrastructure assets such as roads, footpaths, piers and jetties, underground drainage pipes and pits. Soft assets such as trees and vegetation, art, library books, information technology equipment and other assets that have been acquired over many years are included in Councils asset registers, however only Infrastructure assets have been included in our current asset plans and modelling. At present, soft assets are accounted for and included in financial budgets only, soft assets will be a future enhancement in our asset models.

A significant portion of the Council Budget each year is spent on looking after, operating, improving, and growing assets. As we are a growing City which has to consider rates capping, climate change and an urban coastal environment, we must manage our assets well..

Our vision for asset management is: *“as trusted stewards of Council’s assets on behalf of our community, we will ensure our assets enable the delivery of agreed services that our community values and are sustainable for current and future generations.”*

Over the past five years, we have undertaken a significant program to improve Council’s asset management capability and practice. The transformation program has included developing an updated Asset Management Policy, an Asset Management Strategy, an Operating Model review, implementation of a new integrated asset management system as part of a wider technology uplift across council, and significant uplift of the data relied on to forecast required expenditure on assets over time.

This Enterprise Asset Management Plan (EAMP) is a new document that responds to the Local Government Act 2020 requirement for Council to adopt an asset management plan. The EAMP describes the integrated policy, processes and tools (people, process and technology) that are being used by Council to manage and maintain operational assets at target service levels while optimising life-cycle costs and asset life. It also provides a summary overview of the state of Council’s assets and the 10-year plan for the maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of infrastructure assets.



The EAMP responds to our eight long-term challenges, as well as the COVID-19 pandemic, to help achieve the Community Vision for Port Phillip: *“a liveable and vibrant City that enhances the wellbeing of our community”*.

The projected operational and capital expenditure detailed in the EAMP has informed the draft 2022/23 Budget and will be updated to reflect any changes made to the final Budget. The proposed expenditure on our assets is designed to achieve Council’s Asset Management Policy outcomes of assets that: are fit-for-purpose, provide community benefit, respond to environmental sustainability targets, are financially sustainable and achieve advanced asset management practice.

This EAMP demonstrates Council’s commitment to aligning its system for managing assets to the international Standard ISO 55001: Management System - Asset Management and the National Asset Framework (NAF). Our aim is to achieve a ‘Advanced’ Maturity measured by National Asset Framework (NAF) and all requirements to meet ISO55000 for asset management activities by 2025 and continue maturity improvement where the benefits exceed the costs.

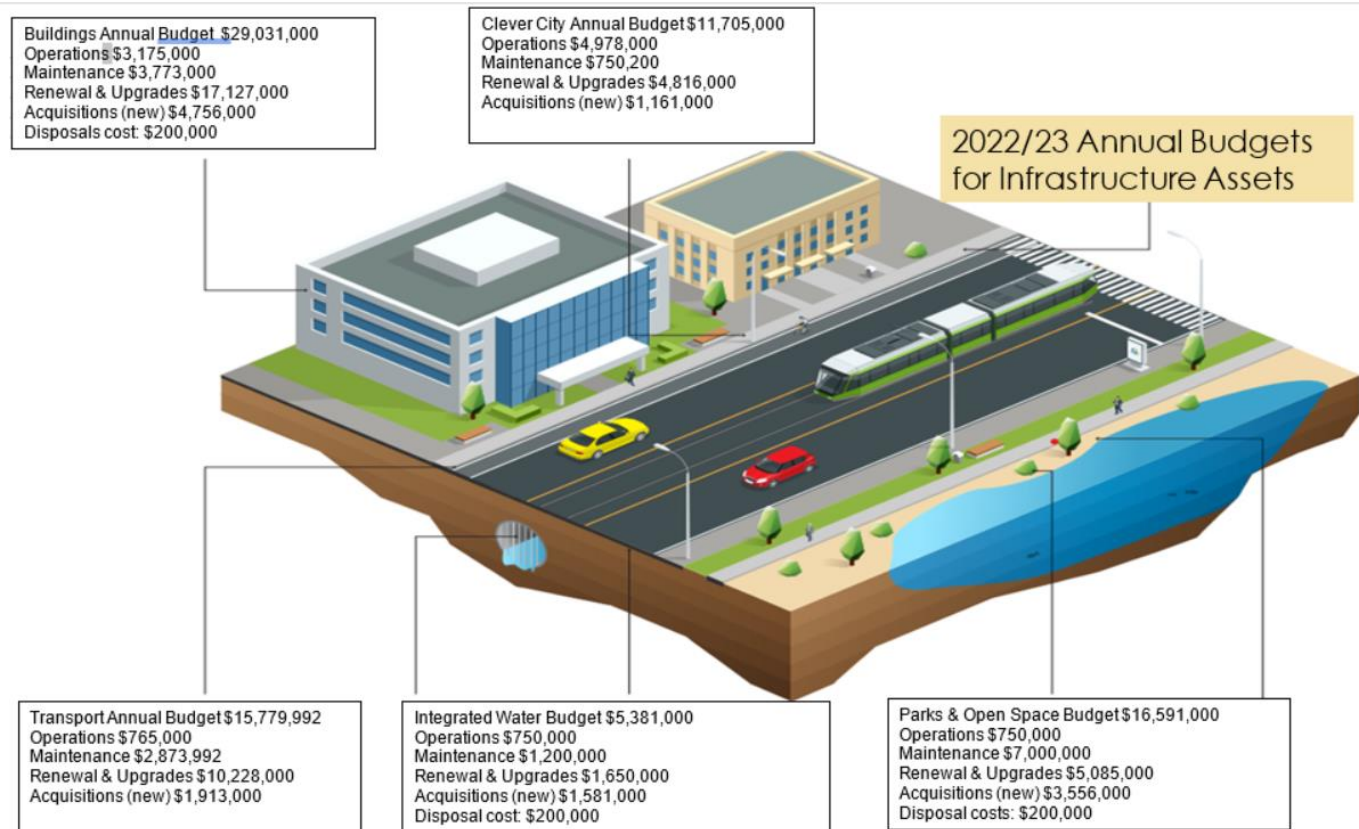
The information used for the EAMP is based on ‘Medium’ level of confidence. All assets are now contained in the One Council integrated asset and financial system, brought online in 2020. The works management component has been configured to capture operation, maintenance and capital cos. This provides an integrated system where all work to assets is uploaded directly into the system, providing real time data on the state of our assets and what has been spent on maintenance, renewal and upgrades.

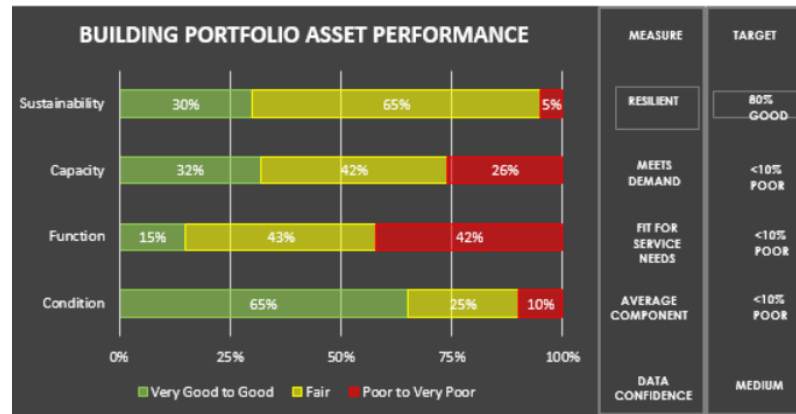
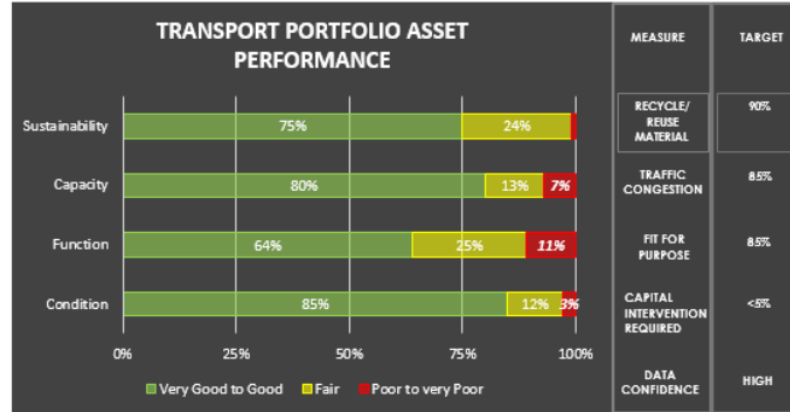
Continuous improvement is occurring to the One Council system to unlock its full potential by creating further efficiencies, enhanced customer experience and advanced modelling capabilities. Asset and Financial modelling that informs Council’s asset plans, will occur within the system by 2022/23 and by 2024/25 Council will have the highest level of confidence in our data, with our processes and people optimising the full functionality of the system. The continuous improvement actions resulting from this Plan are listed in the improvement plan in Section 8.

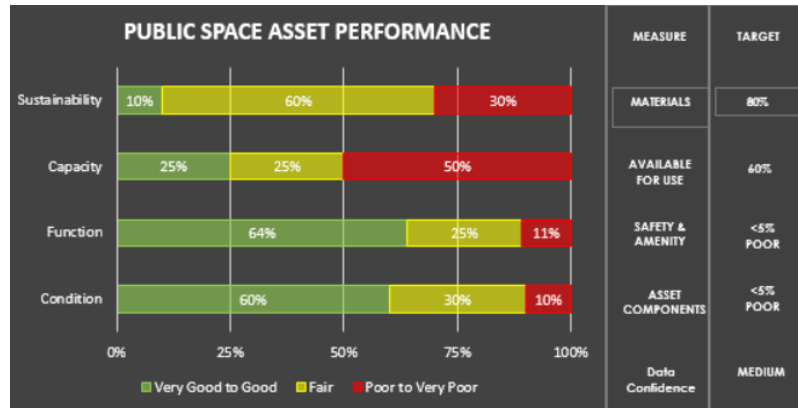
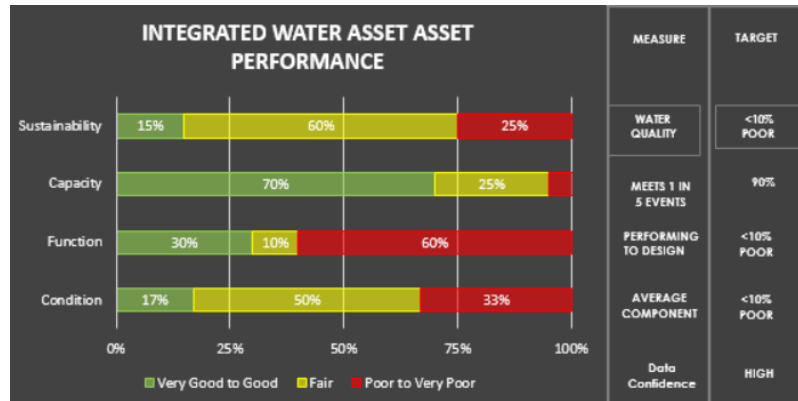
Ongoing development and review of this EAMP will promote the viability and long-term use of assets in line with Council’s organisational objectives.

State of our assets

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









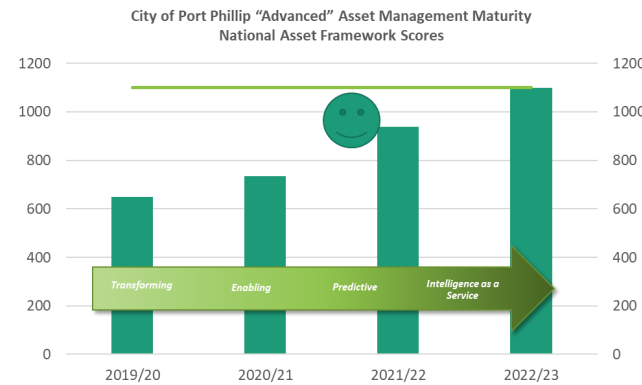
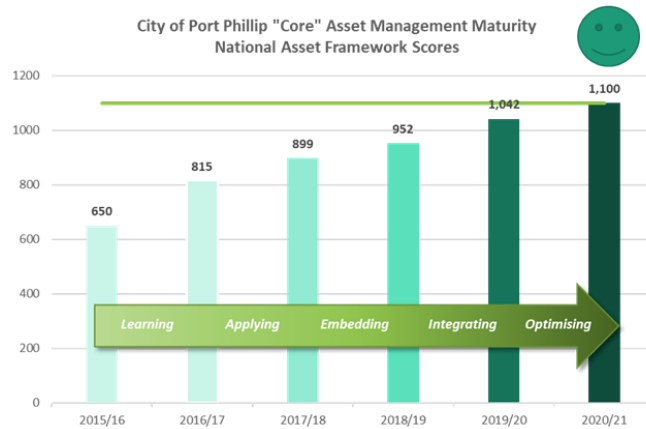


Asset Management Continuous improvement

We have taken significant steps to improve our asset and financial management performance over the past five years including assessing alignment of our asset management maturity with ISO 55001 Asset Management – Management Systems – Requirements and National Assessment frameworks (NAF).

The transformation program has included the development of an updated Asset Management Policy and an Asset Management Strategy, an Operating Model review, implementation of a new integrated asset management system as part of a wider technology uplift across council, and significant uplift of the data that is relied on to forecast required expenditure on assets over time.

This has resulted in Council achieving ‘Core Asset Management Maturity’ in 2020/21 and being well on our way to achieving ‘Advanced Asset Management Maturity’. The below graphs shows our journey from learning to predictive asset management from 2016-2021. We are aiming to develop our systems, process and people together with the introduction of new technologies to move towards ‘Intelligence as a Service’ beyond 2022/23.:



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

Asset Management Plans

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



Enterprise Asset Management Plan





The following table is the suite of asset management plans for the City of Port Phillip:



Asset Plan by Portfolio

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

This information is for Infrastructure Assets only and does not include certain assets such as library books, office furniture and councils' arts & culture collection.

Buildings	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Operations	3,175	3,256	3,300	3,560	3,760	3,800	3,858	3,890	3,900	3,946
Maintenance	3,773	3,801	3,868	3,935	4,004	4,074	4,145	4,218	4,292	4,367
Renewals	17,127	31,640	14,000	18,135	7,345	7,345	7,045	6,445	5,845	5,845
Acquisition	4,756	3,699	0	0	0	0	0	0	0	0
Disposal/ Decommissioning	(200)	(200)	(200)	(200)	(100)	(100)	(100)	(100)	(100)	(100)
Net Expenditure	29,031	42,196	20,968	25,430	15,009	15,119	14,948	14,453	13,937	14,058

Transport	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Operations	765	765	765	765	765	765	765	765	765	765
Maintenance	2,874	2,924	2,975	3,028	3,081	3,134	3,189	3,245	3,302	3,360
Renewals	10,228	14,905	10,623	7,054	7,680	6,885	6,885	6,885	6,885	6,885
Acquisition	1,913	3,456	7,487	1,561	550	600	600	750	750	750
Disposal/ Decommissioning	0	0	0	0	0	0	0	0	0	0
Net Expenditure	15,779	22,050	21,850	12,408	12,076	11,384	11,439	11,645	11,702	11,760

Integrated Water	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Operations	750	450	450	450	450	450	450	450	450	450
Maintenance	1,200	1,700	1,730	1,760	1,791	1,822	700	712	725	737
Renewals	2,289	2,190	2,390	2,250	2,250	2,250	2,250	2,250	2,250	2,250

Acquisition	1,581	50	50	500	500	500	2,500	2,500	2,500	2,500
Disposal/ Decommissioning	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Net Expenditure	5,381	4,190	4,420	4,760	4,791	4,822	5,700	5,712	5,725	5,737

Public Space	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Operations	750	450	450	450	450	450	450	450	450	450
Maintenance	7,000	7,200	7,400	7,600	7,733	7,868	8,000	8,140	8,282	8,427
Renewals	5,085	8,480	16,103	7,456	2,118	3,508	2,454	4,300	2,300	2,750
Acquisition	3,556	1,667	4,935	4,678	2,197	1,927	5,421	3,250	10,200	5,750
Disposal/ Decommissioning	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Net Expenditure	16,591	17,597	28,688	19,984	12,298	13,553	16,125	15,940	21,032	17,177

Clever City	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Operations	4,978	4,763	4,795	4,809	4,812	4,865	4,940	4,945	4,887	4,963
Maintenance	750	774	797	847	819	847	877	910	945	981
Renewals	4,816	4,820	4,596	3,505	3,605	3,510	3,170	3,270	3,370	3,555
Acquisition	1,161	875	885	1,685	572	731	740	749	759	769
Disposal/ Decommissioning	0	0	0	0	0	0	0	0	0	0
Net Expenditure	11,705	11,232	11,073	10,846	9,808	9,953	9,727	9,874	9,961	10,268

Budget financial overview

Operating result

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

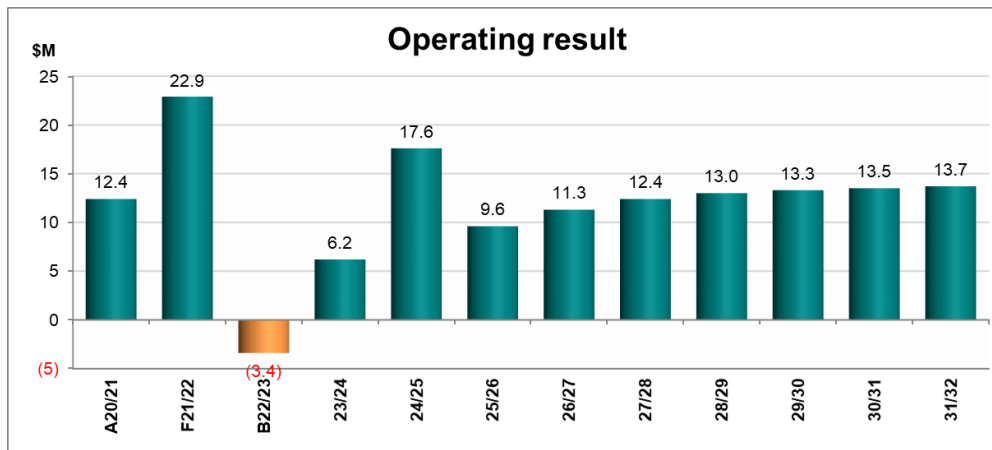
Budget 2022/23 is a budget post COVID-19 and expects a \$3.4 million operating deficit, which compares unfavourably to the forecast financial year 2021/22 by \$26.2 million. This is predominantly due to the significant delays experienced in delivering the portfolio in 2021/22, resulting in significant deferrals to 2022/23 across both operating and capital projects.

Total revenue is proposed to decrease by \$1.4 million or (0.6%) on forecast 2021/22 from \$245.6 million to \$244.2 million. Due to:

- Forecast 2021/22 revenue was significantly impacted by COVID-19 including \$5.5 million reduction in parking revenue and only \$1 million of the \$4.4 million of targeted financial support to businesses provided in 2021/22 will be extended in 2022/23.
- A number of grants were prepaid in 2021/22, resulting in reduced revenue in 2022/23 including a prepayment of \$2.4 million for the 2022/23 Victorian Grants Commission Financial Assistance Grants, \$1 million for the EcoCentre Redevelopment and \$1.6 million for Elder Smith Netball Courts (all ringfenced in reserves)
- Other non COVID-19 revenue increases included \$3.8 million rates revenue from a 1.75 per cent rates cap increase and property growth.
- Open Space Contributions expected to be lower by \$7.6 million based lower development activities.

Total expenditure will increase by \$24.9 million or 11.2 per cent on forecast 2021/22 from \$222.6 million to \$247.5 million. See operating expenditure section below for details.

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The operating results are heavily impacted between years 2021/22 and 2022/23 due to the impact of significant portfolio deferrals from 2021/22 to 2022/23. This is a temporary timing issue related to portfolio delivery.

The increase in the quantum of operating surpluses in the outer years is partly due to waste charges recovering the cost of direct waste services. Operating surpluses will be needed to fund the growing project portfolio caused by population growth and inflation.

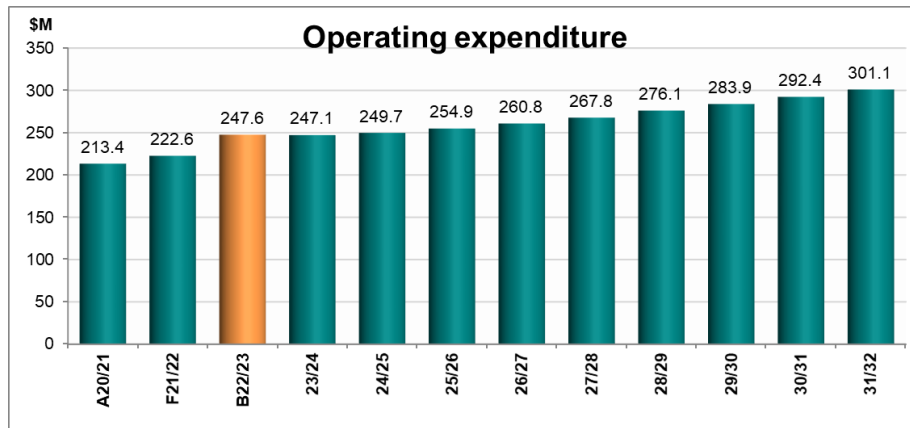
Operating expenditure

Budget 2022/23 operating expenditure totals \$247.5 million which is a net increase on forecast 2021/22 by \$24.9 million (11 per cent) from \$222.6 million.

The drivers for the increase include:

- An increase in employee costs of \$6.9 million (\$4.7 million budget on budget) due to a projected 2% Enterprise Agreement increase, Superannuation Guarantee rate increase from 10% to 10.5%, and net 21 FTE increase mostly project managers to deliver a greater project portfolio and front-line service workers such as Child Care Educators (2020/21 had 65 FTE reductions).
- Inflation budgeted at 4.5% (2.75% above rates cap) or \$2.5 million.
- An increase to waste management costs of \$2.6 million including new waste services (FOGO and Glass recycling) and landfill levy increased by \$0.64 million.
- Reinstatement of expenditure previously reduced in due to COVID-19 including the St Kilda Film Festival \$0.18m and temporary services closures and related savings \$0.84 million.

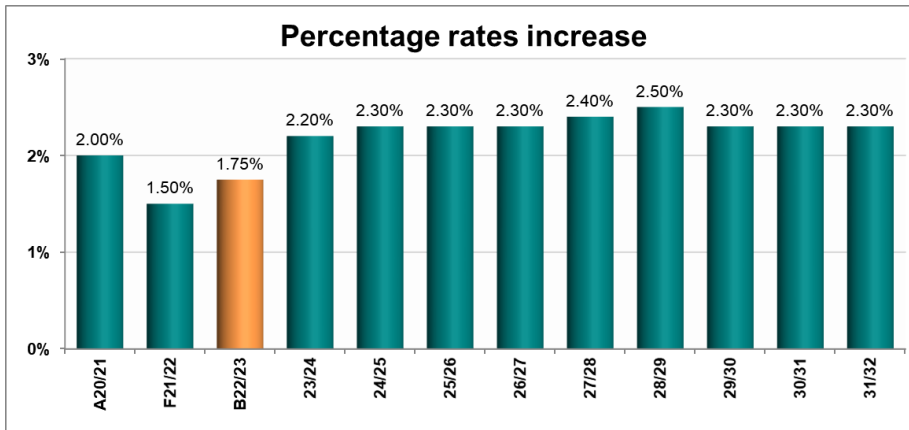
- Efficiency savings of \$1.5 million which partially offsets the expenditure increase.



The small but steady growth in operating expenditure in future years is largely driven by new waste services (FOGO and glass recycling), inflation (around 2.0 to 2.5 per cent per annum from 2023/24 onwards), service demand increases associated with population growth (around 0.5 to 1.3 per cent per annum), and the operating expenditure impact of new and improved assets (for example depreciation increase of 3.9 per cent per annum). This is partially offset by Council's commitment to efficiency and cost savings (1 per cent per annum).

Rates percentage increase

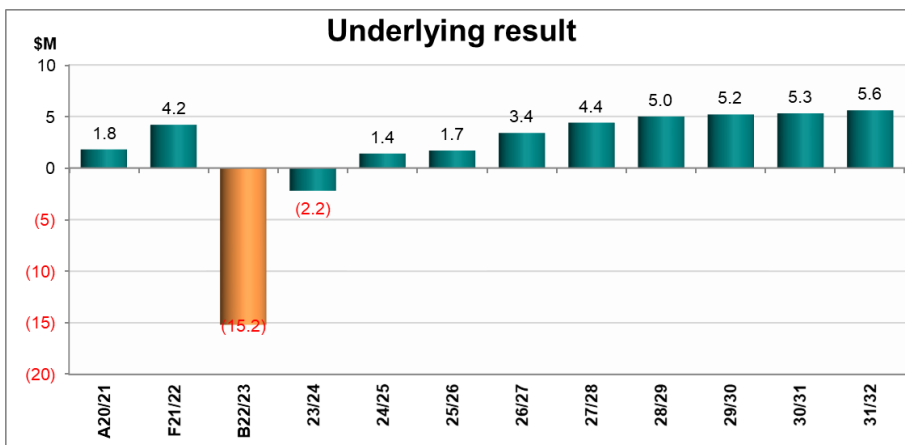
The Budget 2022/23, which funds a \$54.4 million capital portfolio program and maintains existing service levels, includes a 1.75 per cent rates increase, consistent with the Victorian Government cap. This has been achieved through a continued strong focus on prudent financial management, careful prioritisation and commitment to productivity and efficiency (\$2.9 million in savings identified in Budget 2022/23 in addition to the \$2.3 million over in Budget 2021/22).



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

Underlying result

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



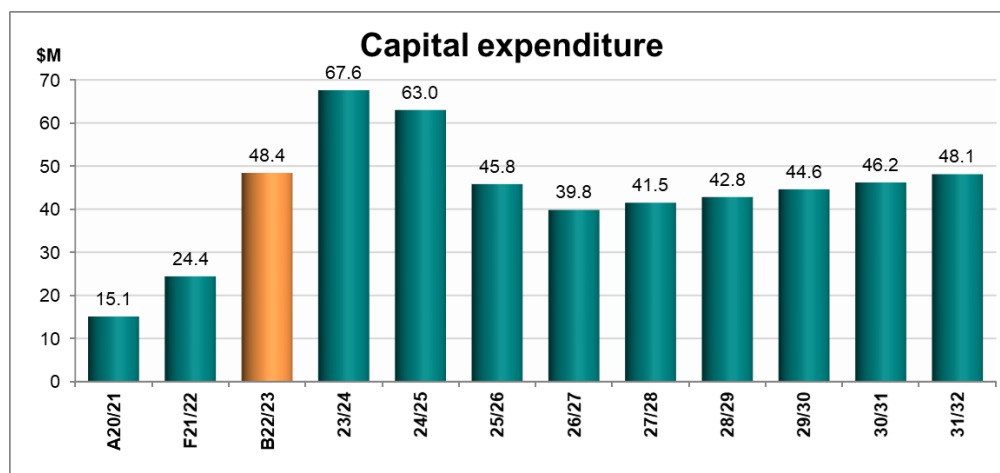
Underlying deficits in Forecast 2021/22 and Budget 2022/23 are due to our reliance on external funding/contributions to fund our infrastructure asset works. For instance, Opens Space Contributions are collected, held in reserve to fund our Public Space Strategy.

New waste services and related waste costs escalating above the rates cap is a key cost pressure impacting Council. The Waste Charge will be set to recover these costs which contributes to the improvements to the underlying results. Other items that impact the underlying result are highlight in the above operating result section.

Capital expenditure

Budget 2022/23 capital works expenditure of \$48.4 million has increased to address the reductions and deferrals in 2020/21 and 2021/22 caused by the COVID-19 pandemic.

Capital works expenditure in 2022/23 is expected to be \$48.4 million, out of a total \$54.4 million capital program. The \$6 million gap represents the component of the capital program budget expected to be treated as operating expenditure, such as community engagement, feasibility studies and landscaping works.



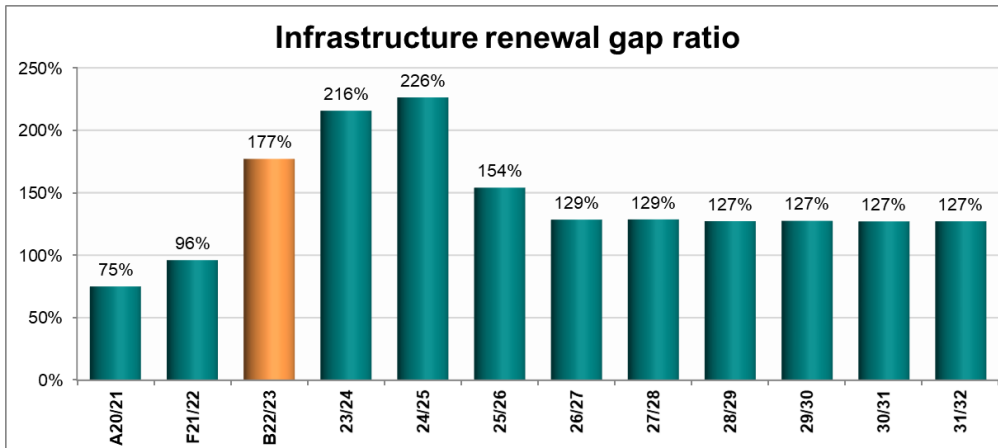
Over the period of the financial plan, Council provides for appropriate levels of capital expenditure to ensure existing assets are maintained and improved while also investing in growth driven assets. The target of at least 150 per cent of depreciation is expected to be achieved.

Infrastructure renewal gap

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



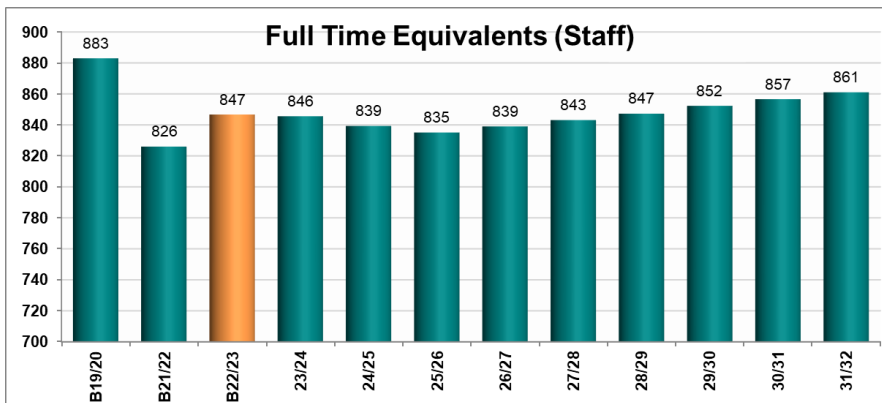
Budget 2022/23 renewal and upgrade expenditure in the capital portfolio has increased in order to address the reduction in financial years 2020/21 and 2021/22 caused by the COVID-19 pandemic.



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

Council staff

Council employees are our most essential resource, enabling the delivery of a broad range of services. For Budget 2022/23, we are proposing a net increase of 21 FTEs due to a larger capital portfolio (8.4 FTEs), increased staff to accommodate utilisation increase in childcare services (6.7 FTEs), and other increases for compliance such as electrical line clearance and municipal pool and spa administration, and new waste services (FOGO and glass recycling).



Over the life of the financial plan, officers expect the growth in FTEs to increase between 0.5 to 1.3 per cent to service projected population growth. This is offset by investment in technology (Clever Port Phillip program), which is expected to achieve productivity and efficiencies that will see the shift of back-office roles re-directed to service delivery and community-facing roles.

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Rates expenditure allocation

This chart shows how rates revenue is spent across our services, for every \$100 we spend.

Some services receive substantial funding from other sources, such as government grants, fees and charges.

Services	For every \$100 Rates we spend
Transport & Parking	17.54
Waste Management	12.24
Public Space Planning & Delivery	11.30
Technology	8.26
Amenity	6.89
Asset Management	6.22
Recreation	4.86
Libraries	4.84
Arts, Culture & Heritage	4.72
Governance Risk & Policy	4.12
Sustainability	4.12
People, Culture and Capability	3.05
Families & Young People	2.75
City Planning & Urban Design	2.33
Community Programs & Facilities	2.32
Festivals	1.66
Communications & Engagement	1.51
South Melbourne Market	1.38
Children	1.33
Customer Experience	1.27
Economic Dev & Tourism	0.89
Affordable Housing & Homelessness	0.83
Ageing & Accessibility	0.62
Local Laws/Animal Management	0.62
Health Services	0.55
Municipal Emergency Management	0.31
Development Compliance	(1.72)
Financial and Project Management	(4.81)
Total	\$100.00

Delivering on our strategic directions

Four-year budget at a glance

	Operating (\$,000s)	Capital (\$,000s)	Value per \$100 of rates
Inclusive Port Phillip	\$153,775	\$37,621	\$12
Liveable Port Phillip	\$237,394	\$111,715	\$33
Sustainable Port Phillip	\$144,054	\$26,064	\$23
Vibrant Port Phillip	\$101,057	\$45,256	\$13
Well Governed Port Phillip	\$233,405	\$31,671	\$19

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



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Services

Direction 1 – Inclusive Port Phillip

Service category and description

Affordable housing and homelessness

The value we provide:

1. Increased affordable housing for very low, low and moderate-income households in housing stress, including supported housing for persons who are experiencing homelessness and sleeping rough.
2. Prevention of homelessness, or reduced time spent without a secure home, for older Port Phillip residents facing housing stress or loss.
3. Creation of partnerships that work collectively to increase affordable housing and reduce homelessness.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	4,175	2,061	1,099	1,127
Capital	-	-	-	-

Service category and description

Ageing and accessibility

The value we provide:

1. Facilitate independence and promote social connectedness for older people and those with a disability, through the provision of high-quality support services and community building initiatives.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	6,789	6,857	7,073	7,269
Capital	38	193	-	-

Service category and description

Children

The value we provide:

1. Create healthy starts to life for children born and living in the City.
2. Support parents and children to be healthy and connected.
3. Offer programs to promote optimal development for children.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	16,254	15,993	16,524	16,978
Capital	1,510	3,350	3,625	2,190

Service category and description

Community programs and facilities

The value we provide:

1. Create opportunities that build social connections, value diversity and address health and wellbeing inequities in our communities.
2. Build the capacity of the local community sector to support vulnerable and disadvantaged community members.
3. Commitment to reconciliation and support for the Aboriginal and Torres Strait Islander Community.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	4,195	4,211	4,347	4,458
Capital	-	-	-	-

Service category and description

Families and young people

The value we provide:

1. Opportunities for all children, young people and families to be healthy and connected to reach their full potential.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	4,676	4,654	4,819	4,940
Capital	590	935	2,170	-

Service category and description

Recreation

The value we provide:

1. Plan, deliver and activate sport, recreation and open space facilities and services to create community health and wellbeing.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	3,803	3,694	3,850	3,929
Capital	2,096	16,170	1,945	2,811



Direction 2 – Liveable Port Phillip

Service category and description

Transport and parking management

The value we provide:

1. Support a reliable, safe and well-connected transport system
2. Enable people to more easily move around, connect and get to places as the City grows

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	24,304	23,773	23,421	23,750
Capital	8,423	8,668	23,455	9,015

Service category and description

City planning and urban design

The value we provide:

1. Strategic planning, controls and urban design outcomes to enhance Port Phillip's character and create a liveable, attractive and sustainable city.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	4,933	4,246	3,777	3,859
Capital	-	-	-	-

Service category and description

Development approval and compliance

The value we provide:

1. Support well designed, sustainable and safe development that protects heritage and neighbourhood character, maximises community benefit.
2. Support outdoor dining to enhance our City's liveability and vibrancy.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	7,772	7,924	8,159	8,406
Capital	207	-	-	-



Service category and description

Health

The value we provide:

1. Maintain, improve and protect public health in the community, through education and inspection services.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	1,983	2,015	2,076	2,136
Capital	-	-	-	-

Service category and description

Local Laws and animal management

The value we provide:

1. Protect Council assets, the environment and the health and safety of the community
2. Ensure responsible pet ownership.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	2,472	2,134	2,180	2,245
Capital	150	-	-	-

Service category and description

Municipal emergency management

The value we provide:

1. Operational and strategic emergency management services across preparedness, response and recovery.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	507	512	528	543
Capital	-	-	-	-

Service category and description

Public space

The value we provide:

1. High quality and unique parks, open spaces and foreshore for the enjoyment of our community and visitors.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	17,496	19,223	18,463	18,560
Capital	12,490	13,818	19,948	15,542

Direction 3 – Sustainable Port Phillip

Service category and description

Sustainability

The value we provide:

1. Improve the sustainability of our City and respond to the Climate Emergency by reducing carbon emissions, water use and waste generation, increasing trees, vegetation and biodiversity, improving water quality and ensuring we are adapting and resilient to the impacts of climate change, including flooding and heat.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	6,422	4,499	3,660	3,823
Capital	5,948	3,697	3,090	2,700

Service category and description

Waste management

The value we provide:

1. A clean and safe city by keeping our streets, parks and foreshores clean and protecting the environment.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	19,938	19,971	21,272	22,011
Capital	895	895	295	295

Service category and description

Amenity

The value we provide:

1. A clean, safe and enjoyable environment that improves the ways our community and visitors experience the City.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	10,259	10,425	10,719	11,055
Capital	3,384	1,965	1,450	1,450



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Direction 4 – Vibrant Port Phillip

Service category and description

Arts & Culture

The value we provide:

1. Foster creative, diverse and inclusive participation in our arts and culture sectors while supporting the heritage and unique identity of Port Phillip.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	5,876	5,662	5,786	5,921
Capital	4,983	11,753	-	30

Service category and description

Economic development and tourism

The value we provide:

1. Local, domestic and international promotion to support residents, visitors and industry achieve stronger economic outcomes.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	2,135	1,698	1,652	1,032
Capital	-	-	-	-

Service category and description

Festivals

The value we provide:

1. Bring a wealth of benefits to a community including health and wellbeing of residents through to economic development for local businesses, cultural vibrancy and social engagement.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	3,960	4,002	4,116	4,217
Capital	-	-	-	-

Service category and description

Libraries

The value we provide:

1. Support learning, social engagement and community connectedness.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	5,609	5,533	5,708	5,878
Capital	1,022	1,452	3,352	8,652

Service category and description

South Melbourne Market

The value we provide:

1. Operate an engaging and entertaining market environment where our community and visitors spend time shopping, dining and supporting local business.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	7,963	7,848	8,138	8,321
Capital	3,067	4,565	3,055	3,325

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Direction 5 – Well Governed Port Phillip

Service category and description

Asset and property management

The value we provide:

1. Ensure Council has the right assets at the right time for the right cost to support service delivery now and in the future.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	14,435	14,345	14,821	15,213
Capital	7,851	8,724	6,074	5,952

Service category and description

Communications and engagement

The value we provide:

1. Inform the community about Council and facilitate opportunities for the community to inform Council projects, initiatives, policies and strategies.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	2,472	2,525	2,598	2,677
Capital	-	-	-	-

Service category and description

Customer experience

The value we provide:

1. Customers receive services that meet their needs and expectations and they achieve their goals with greater ease and satisfaction.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	2,072	2,120	2,180	2,247
Capital	-	-	-	-

Service category and description

Finance and project management

The value we provide:

1. Ensure the financial sustainability and transparency of Council and that investments in projects deliver value for ratepayers.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	12,340	12,532	12,895	13,251
Capital	-	-	-	-

Service category and description

Governance, risk and policy

The value we provide:

1. Support sound decision-making through transparency, accountability, community participation, risk management and compliance.
2. Advocacy through partnerships with stakeholders to deliver on community priorities, co-create solutions to community challenges, and contribute to shared visions for the City.
3. Enable a safe workplace and a high performing workforce.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	7,008	7,061	8,303	7,526
Capital	-	-	-	-

Service category and description

People, culture and safety

The value we provide:

1. Enable a safe workplace and a high performing workforce.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	5,078	5,070	5,240	5,383
Capital	-	-	-	-

Service category and description

Technology

The value we provide:

1. Support Council operations including efficient and effective service delivery through information, communication and technology services.

Spend	2022/23 (\$,000s)	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)
Operational	13,239	13,199	13,708	13,869
Capital	970	800	650	650

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Financial statements and Statutory Schedules

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

- Comprehensive income statement
- Income statement converted to cash
- Balance sheet
- Statement of changes in equity
- Statement of cash flows
- Statement of capital works
- Budget 2022/23 capital projects
- Summary of capital works expenditure 2023-27
- 2022-32 capital program
- 2022-26 operating projects
- Schedule of reserve movements
- Statement of human resources
- Summary of planned human resources
- Grants – operating
- Grants – capital
- Statement of borrowings
- Asset Plan by Class

Comprehensive Income Statement

	Notes	Forecast	Budget	Projections								
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Rates and charges	1	136,348	139,660	143,772	148,692	152,743	157,655	163,235	169,114	174,827	180,833	187,040
Statutory fees and fines:												
• Parking fines	2	14,658	17,484	18,446	18,723	19,004	19,289	19,578	19,872	20,170	20,473	20,780
• Other statutory fees and fines		3,865	4,166	4,158	4,220	4,283	4,347	4,412	4,478	4,545	4,613	4,682
User fees:												
• Parking fees	2	15,593	17,395	18,071	18,532	19,099	19,586	20,105	20,658	21,185	21,725	22,279
• Other user fees	3	18,686	21,463	22,176	22,739	23,317	23,909	24,540	25,213	25,854	26,511	27,185
Grants - operating	4	17,533	8,928	11,524	11,277	11,536	11,801	12,084	12,386	12,671	12,962	13,260
Grants - capital		5,640	5,700	1,250	7,530	2,160	2,190	2,220	2,280	2,330	2,380	2,430
Contributions - monetary	5	13,020	6,111	7,220	8,708	5,740	5,740	5,740	5,740	5,740	5,740	5,740
Contributions - non-monetary		-	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures accounted for by the equity		-	-	-	-	-	-	-	-	-	-	-
Other income	6	20,207	23,288	26,678	26,949	26,554	27,616	28,236	29,348	29,852	30,569	31,403
Total Income		245,550	244,195	253,295	267,370	264,436	272,133	280,150	289,088	297,174	305,806	314,799
Expenses												
Employee costs	7	92,198	99,126	101,056	103,872	106,870	110,142	113,631	117,441	120,974	124,714	128,576
Materials and services	8	83,480	96,391	96,268	94,250	95,024	96,080	97,737	100,300	102,709	105,500	108,319
Bad and doubtful debts		4,654	4,691	4,554	4,369	4,220	4,317	4,420	4,530	4,634	4,740	4,849
Depreciation		22,850	22,501	23,398	24,393	25,337	26,320	27,394	28,572	29,738	30,922	32,186
Amortisation - right of use assets		940	857	889	923	958	995	1,034	1,076	1,117	1,160	1,204
Borrowing costs		129	-	-	-	-	-	-	-	-	-	-
Finance Costs - leases		63	28	66	70	80	81	81	81	80	80	80
Other expenses		16,190	19,238	17,283	16,656	17,038	17,429	17,846	18,291	18,711	19,140	19,579
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	9	2,143	4,733	3,543	5,204	5,341	5,481	5,631	5,790	5,942	6,098	6,257
Total Expenses		222,647	247,565	247,056	249,737	254,868	260,844	267,774	276,081	283,904	292,354	301,050
Operating Surplus/(Deficit) for the year		22,903	(3,370)	6,239	17,633	9,568	11,289	12,376	13,007	13,269	13,452	13,748

Budget 2022/23 Notes:

1. Rates increased by \$3.3 million on 2021/22 forecast as a result of 1.75 per cent rates cap increase set by the Victorian Government and budgeted population/assessment growth.
2. Parking Revenue (Fees & Fines) increased by \$4.6 million on 2021/22 forecast with the majority of the COVID-19 pandemic impact removed. This is below the income generated in financial year 2018/19 (pre-COVID-19 year) by five per cent.
3. User Fees and Charges increased by \$2.8 million on 2021/22 forecast as services resume from pandemic.
4. Operating grants to decrease by \$8.6 million mostly due to timing for receipt of funding (with significant funding received in advance in 2021/22 related to 2022/23 (eg. \$2.6 million Victorian Grants Commission Financial Assistance Grants).
5. Contributions to decrease by \$6.9 million on 2021/22 based on lower development activities. Developer contributions fluctuate materially over financial years, subject to development milestones.
6. Other income increased by \$3 million on 2021/22 forecast mainly due to the majority of rent waiver and other COVID support not continuing in 2022/23.
7. An increase in employee costs of \$6.9 million (\$4.7 million budget on budget) due to a projected 2% Enterprise Agreement increase, Superannuation Guarantee rate increase from 10% to 10.5%, and net 21 FTE increase mostly project managers to deliver a greater project portfolio and front-line service workers such as Child Care Educators (2020/21 had 65 FTE reductions).
8. Materials and services increased by \$6.9 million on 2021/22 forecast due to a number of large items including: significant project deferrals from 2021/22, reinstatement of expenditure reduced due to COVID including the St Kilda Film Festival, expected inflation at 4.5 per cent (2.75 per cent higher than rates cap of 1.75 per cent), \$1.4 million for the part-year introduction of FOGO and glass recycling services.
9. Net loss on disposal of property, plant and equipment increased by \$2.6 million mainly due to greater residual value written off for infrastructure assets to be upgraded in 2022/23 as a result of increased portfolio.

Income Statement converted to cash

	Notes	Forecast	Budget	Projections								
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Surplus/ (Deficit) for the year		22,903	(3,370)	6,239	17,633	9,568	11,289	12,376	13,007	13,269	13,452	13,748
Adjustments for non-cash operating items:												
• Add back depreciation & amortisation		23,790	23,358	24,287	25,316	26,295	27,315	28,428	29,648	30,855	32,082	33,390
• Add back written-down value of asset disposals		13,681	5,250	10,543	5,654	5,791	5,931	6,081	6,240	6,392	6,548	6,707
• Add back balance sheet work in progress reallocated to operating		1,200	1,200	1,226	1,254	1,283	1,313	1,345	1,379	1,411	1,443	1,476
Adjustments for investing items:												
• Less capital expenditure	1	(24,425)	(48,425)	(67,617)	(62,983)	(45,787)	(39,797)	(41,464)	(42,788)	(44,595)	(46,230)	(48,144)
• Less capital expenditure deferrals to next financial year		-	-	-	-	-	-	-	-	-	-	-
Adjustments for financing items:												
• Less Loan Repayments	2	(7,500)	-	-	-	-	-	-	-	-	-	-
• Less Lease Repayments		(759)	(738)	(718)	(737)	(856)	(877)	(899)	(920)	(941)	(962)	(984)
• Add New Borrowings		-	-	-	-	-	-	-	-	-	-	-
Adjustments for reserve movements:												
• Statutory Reserve Drawdown/ (Replenish)	3	(7,303)	(2,760)	7,084	1,570	9	(2,532)	(998)	524	(906)	4,201	531
• Discretionary Reserve Drawdown/ (Replenish)	4	(22,974)	21,768	17,920	12,499	3,729	(2,699)	(4,941)	(7,035)	(5,564)	(10,455)	(6,842)
Cash Surplus/(Deficit) for the Year		(1,387)	(3,716)	(1,036)	206	31	(57)	(73)	55	(79)	78	(117)
Opening Balance - Cash Surplus		6,661	5,274	1,558	522	728	759	702	629	684	605	683
Closing Cash Surplus Balance		5,274	1,558	522	728	759	702	629	684	605	683	566

Budget 2022/23 Notes:

1. Capital expenditure, an increase of \$24 million on 2021/22 forecast (mostly deferrals from 2021/22), is appropriately funded at greater than 150 per cent of depreciation in line with our financial strategy to ensure assets are maintained and grow for population growth.
2. Council retired its \$7.5 million loan in 2021/22 mainly funded from budgeted surplus \$5.75 million and a \$1.75 million drawdown on general reserve to be replenished over the 10-year period.
3. Statutory Reserve net replenishment decreased by \$4.5 million on 2021/22 forecast due to lower Open Space Contributions expected in 2022/23 from lower development activities.
4. Discretionary Reserve net drawdown is an increase of \$44.7 million mainly due to project deferrals from 2021/22 and prior years being scheduled from completion in 2022/23. Other drawdown on reserves include \$1.4 million for Sustainable Transport projects, \$1.7 million for Palais Theatre works, and \$1.5 million from Child Care Infrastructure Levy Reserve.

Balance Sheet

	Forecast											
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
	Notes											
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
ASSETS												
Current assets												
Cash and cash equivalents	11,571	9,838	6,018	11,501	9,129	8,674	7,976	7,050	6,925	6,781	6,538	
Trade and other receivables	20,193	20,227	20,271	20,318	20,366	20,412	20,461	20,512	20,559	20,606	20,653	
Other financial assets	146,011	126,011	105,011	87,011	87,011	94,011	102,011	111,011	119,011	127,011	135,011	
Non-current assets classified as held for sale	11,713	11,713	11,713	11,713	11,713	11,713	11,713	11,713	11,713	11,713	11,713	
Other assets	2,483	2,487	2,492	2,498	2,504	2,510	2,516	2,522	2,528	2,534	2,540	
Total current assets	191,971	170,276	145,505	133,041	130,722	137,320	144,677	152,808	160,736	168,645	176,455	
Non-current assets												
Investments in associates and joint ventures	270	270	270	270	270	270	270	270	270	270	270	
Other financial assets	537	537	537	537	537	537	537	537	537	537	537	
Property, infrastructure, plant and equipment	3,291,103	3,381,436	3,413,885	3,582,971	3,598,348	3,746,854	3,753,498	3,911,582	3,918,636	4,085,014	4,092,789	
Right of use assets	1,130	1,021	950	896	856	830	814	806	808	816	831	
Total non-current assets	3,293,040	3,383,264	3,415,643	3,584,674	3,598,011	3,748,481	3,755,119	3,913,195	3,920,251	4,086,637	4,094,426	
TOTAL ASSETS	3,485,010	3,553,540	3,561,147	3,717,715	3,726,733	3,885,811	3,899,797	4,066,003	4,080,987	4,255,282	4,270,881	
LIABILITIES												
Current liabilities												
Trade and other payables	21,398	21,762	22,241	22,753	23,276	23,811	24,382	24,992	25,567	26,155	26,757	
Trust funds and deposits	7,499	7,626	7,794	7,973	8,156	8,344	8,544	8,758	8,959	9,165	9,376	
Provisions	19,013	19,469	19,995	20,595	21,172	21,785	22,374	23,000	23,644	24,306	24,987	
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	678	658	677	796	817	839	860	881	902	924	924	
Total current liabilities	48,588	49,515	50,707	52,117	53,421	54,759	56,160	57,631	59,072	60,550	62,044	
Non-current liabilities												
Provisions	3,448	3,531	3,626	3,735	3,840	3,948	4,059	4,173	4,290	4,410	4,533	
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	662	692	773	785	826	896	994	1,122	1,278	1,462	1,697	
Total non-current liabilities	4,110	4,223	4,399	4,520	4,666	4,844	5,053	5,295	5,568	5,872	6,230	
TOTAL LIABILITIES	52,698	53,738	55,106	56,637	58,087	59,602	61,213	62,926	64,640	66,422	68,274	
NET ASSETS	3,432,312	3,499,802	3,506,041	3,661,078	3,670,646	3,826,208	3,838,584	4,003,077	4,016,347	4,188,860	4,202,608	
EQUITY												
Accumulated surplus	633,386	649,025	680,288	711,970	725,277	731,334	737,771	744,267	751,066	758,264	765,701	
Asset revaluation reserve	2,677,191	2,748,051	2,748,051	2,885,454	2,885,454	3,029,727	3,029,727	3,181,213	3,340,274	3,340,274	3,340,274	
Other reserves	121,735	102,727	77,723	63,654	59,916	65,147	71,086	77,597	84,088	90,322	96,633	
TOTAL EQUITY	3,432,312	3,499,802	3,506,041	3,661,078	3,670,646	3,826,208	3,838,584	4,003,077	4,016,347	4,188,860	4,202,608	

Council Plan – Volume 2

Statement of changes in equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2023				
Balance at beginning of the financial year	3,432,312	633,386	2,677,191	121,735
Comprehensive result	(3,370)	(3,370)	-	-
Net asset revaluation increment(decrement)	70,860	-	70,860	-
Transfer to other reserves	-	(16,470)	-	16,470
Transfer from other reserves	-	35,478	-	(35,478)
Balance at end of the financial year	3,499,802	649,025	2,748,051	102,727
2024				
Balance at beginning of the financial year	3,499,802	649,025	2,748,051	102,727
Comprehensive result	6,239	6,239	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(19,922)	-	19,922
Transfer from other reserves	-	44,925	-	(44,925)
Balance at end of the financial year	3,506,041	680,268	2,748,051	77,723
2025				
Balance at beginning of the financial year	3,506,041	680,268	2,748,051	77,723
Comprehensive result	17,633	17,633	-	-
Net asset revaluation increment(decrement)	137,403	-	137,403	-
Transfer to other reserves	-	(15,767)	-	15,767
Transfer from other reserves	-	29,836	-	(29,836)
Balance at end of the financial year	3,661,078	711,970	2,885,454	63,654
2026				
Balance at beginning of the financial year	3,661,078	711,970	2,885,454	63,654
Comprehensive result	9,568	9,568	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(11,671)	-	11,671
Transfer from other reserves	-	15,409	-	(15,409)
Balance at end of the financial year	3,670,646	725,277	2,885,454	59,916
2027				
Balance at beginning of the financial year	3,670,646	725,277	2,885,454	59,916
Comprehensive result	11,289	11,289	-	-
Net asset revaluation increment(decrement)	144,273	-	144,273	-
Transfer to other reserves	-	(12,289)	-	12,289
Transfer from other reserves	-	7,058	-	(7,058)
Balance at end of the financial year	3,826,208	731,334	3,029,727	65,147

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2028				
Balance at beginning of the financial year	3,826,208	731,334	3,029,727	65,147
Comprehensive result	12,376	12,376	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(12,397)	-	12,397
Transfer from other reserves	-	6,458	-	(6,458)
Balance at end of the financial year	3,838,584	737,771	3,029,727	71,086
2029				
Balance at beginning of the financial year	3,838,584	737,771	3,029,727	71,086
Comprehensive result	13,007	13,007	-	-
Net asset revaluation increment(decrement)	151,486	-	151,486	-
Transfer to other reserves	-	(15,514)	-	15,514
Transfer from other reserves	-	9,003	-	(9,003)
Balance at end of the financial year	4,003,077	744,267	3,181,213	77,597
2030				
Balance at beginning of the financial year	4,003,077	744,267	3,181,213	77,597
Comprehensive result	13,269	13,269	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(13,065)	-	13,065
Transfer from other reserves	-	6,595	-	(6,595)
Balance at end of the financial year	4,016,347	751,066	3,181,213	84,068
2031				
Balance at beginning of the financial year	4,016,347	751,066	3,181,213	84,068
Comprehensive result	13,452	13,452	-	-
Net asset revaluation increment(decrement)	159,061	-	159,061	-
Transfer to other reserves	-	(18,278)	-	18,278
Transfer from other reserves	-	12,024	-	(12,024)
Balance at end of the financial year	4,188,860	758,264	3,340,274	90,322
2032				
Balance at beginning of the financial year	4,188,860	758,264	3,340,274	90,322
Comprehensive result	13,748	13,748	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(14,388)	-	14,388
Transfer from other reserves	-	8,077	-	(8,077)
Balance at end of the financial year	4,202,608	765,701	3,340,274	96,633

Statement of cash flows

	Forecast	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities											
Rates and charges	136,348	139,660	143,772	148,692	152,743	157,655	163,235	169,114	174,827	180,833	187,040
Statutory fees and fines											
• Parking fines	10,171	13,016	14,080	14,507	14,941	15,133	15,323	15,511	15,709	15,910	16,112
• Other statutory fees and fines	3,862	4,163	4,155	4,217	4,280	4,344	4,409	4,475	4,542	4,610	4,679
User fees											
• Parking fees	17,143	19,126	19,869	20,376	21,000	21,536	22,107	22,715	23,295	23,889	24,498
• Other user fees	20,254	23,233	24,043	24,694	25,323	25,967	26,651	27,382	28,083	28,799	29,533
Grants - operating	17,533	8,928	11,524	11,277	11,536	11,801	12,084	12,386	12,671	12,962	13,260
Grants - capital	5,640	5,700	1,250	7,530	2,160	2,190	2,220	2,280	2,330	2,380	2,430
Contributions - monetary	13,020	6,111	7,220	8,708	5,740	5,740	5,740	5,740	5,740	5,740	5,740
Interest received	520	1,005	3,913	3,370	2,640	2,633	2,663	2,845	3,049	3,159	3,372
Net trust funds taken	53,225	54,130	55,359	56,639	57,942	59,275	60,705	62,232	63,645	65,110	66,607
Other receipts	11,515	14,669	14,981	15,645	15,777	16,711	17,101	17,848	17,918	18,320	18,731
Net GST refund	7,109	10,242	11,652	10,770	9,127	8,499	8,696	8,913	9,226	9,526	9,854
Employee costs	(91,921)	(98,818)	(100,669)	(103,402)	(106,433)	(109,691)	(113,167)	(116,964)	(120,482)	(124,207)	(128,053)
Materials and services	(84,580)	(108,898)	(110,423)	(107,704)	(106,896)	(107,450)	(109,358)	(112,225)	(115,045)	(118,220)	(121,451)
Trust funds and deposits repaid	(53,100)	(54,003)	(55,191)	(56,460)	(57,759)	(59,087)	(60,505)	(62,018)	(63,444)	(64,904)	(66,396)
Other payments	(7,673)	(11,323)	(8,956)	(8,035)	(8,219)	(8,407)	(8,607)	(8,821)	(9,023)	(9,229)	(9,440)
Net cash provided by operating activities	59,066	26,941	36,580	50,824	43,902	46,850	49,297	51,412	53,041	54,678	56,515
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(24,425)	(48,425)	(67,617)	(62,983)	(45,787)	(39,797)	(41,464)	(42,788)	(44,595)	(46,230)	(48,144)
Proceeds from the sale of property, infrastructure, plant and equipment	11,538	517	7,000	450	450	450	450	450	450	450	450
Payments for investments	(40,000)	-	-	-	-	(7,000)	(8,000)	(9,000)	(8,000)	(8,000)	(8,000)
Proceeds from sale of investments	-	20,000	21,000	18,000	-	-	-	-	-	-	-
Net cash used in investing activities	(52,887)	(27,908)	(39,617)	(44,533)	(45,337)	(46,347)	(49,014)	(51,338)	(52,145)	(53,780)	(55,694)
Cash flows from financing activities											
Finance costs	(129)	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(7,500)	-	-	-	-	-	-	-	-	-	-
Interest paid - lease liabilities	(63)	(28)	(66)	(70)	(80)	(81)	(81)	(81)	(80)	(80)	(80)
Repayment of lease liabilities	(759)	(738)	(718)	(737)	(856)	(877)	(899)	(920)	(941)	(962)	(984)
Net cash provided by / (used in) financing activities	(8,451)	(766)	(784)	(807)	(936)	(958)	(980)	(1,001)	(1,020)	(1,042)	(1,064)
Net increase (decrease) in cash and cash equivalents	(2,271)	(1,732)	(3,821)	5,484	(2,371)	(455)	(697)	(927)	(124)	(144)	(243)
Cash and cash equivalents at beginning of year	13,842	11,571	9,838	6,017	11,501	9,130	8,675	7,977	7,051	6,926	6,782
Cash & cash equivalents at end of year	11,571	9,838	6,017	11,501	9,130	8,675	7,977	7,051	6,926	6,782	6,539

Statement of capital works

	Forecast		Budget Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Building improvements	6,786	18,729	33,337	11,411	16,432	13,392	14,305	14,686	15,370	16,560	17,599
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Total buildings	6,786	18,729	33,337	11,411	16,432	13,392	14,305	14,686	15,370	16,560	17,599
Total property	6,786	18,729	33,337	11,411	16,432	13,392	14,305	14,686	15,370	16,560	17,599
Plant and equipment											
Plant, machinery and equipment	3,280	3,825	3,049	2,649	2,527	2,107	2,167	2,527	2,134	2,045	2,045
Fixtures, fittings and furniture	752	846	2,088	119	119	120	120	121	121	122	123
Computers and telecommunications	928	970	800	650	650	990	750	650	750	700	700
Heritage and artworks	-	-	30	-	30	-	30	-	30	-	30
Library books	872	952	852	852	852	872	893	915	936	957	979
Total plant and equipment	5,832	6,593	6,819	4,270	4,178	4,088	3,960	4,213	3,971	3,824	3,877
Infrastructure											
Roads	1,653	3,047	3,952	7,055	4,390	3,612	3,630	3,648	3,666	3,685	3,703
Bridges	157	255	255	7,155	-	-	-	-	-	-	-
Footpaths and cycleways	2,534	3,978	3,306	8,317	4,179	3,249	3,265	3,581	3,599	3,617	3,635
Drainage	494	2,261	592	1,505	1,500	2,950	3,021	3,332	3,659	3,743	3,829
Parks, open space and streetscapes	6,970	13,563	19,355	23,270	15,109	12,506	13,284	13,328	14,329	14,801	15,501
Off street car parks	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-	-
Total infrastructure	11,808	23,104	27,460	47,303	25,178	22,316	23,200	23,890	25,254	25,846	26,668
Total capital works expenditure	24,426	48,425	67,616	62,983	45,788	39,797	41,464	42,788	44,595	46,230	48,144

	Forecast	Budget Projections									
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Represented by:											
New asset expenditure	1,383	5,179	6,373	4,418	3,969	1,990	2,073	2,139	2,230	2,311	2,407
Asset renewal expenditure	12,299	19,206	21,974	32,343	23,155	21,888	22,805	23,534	24,527	25,426	26,479
Asset upgrade expenditure	9,654	20,651	28,480	22,857	15,893	11,939	12,439	12,836	13,379	13,869	14,443
Asset expansion expenditure	1,089	3,389	10,789	3,365	2,771	3,980	4,146	4,279	4,460	4,623	4,814
Total capital works expenditure	24,425	48,425	67,617	62,983	45,787	39,797	41,464	42,788	44,595	46,230	48,144
Funding sources represented by:											
Grants	3,249	5,700	1,250	7,530	2,160	2,190	2,220	2,280	2,330	2,380	2,430
Contributions	334	431	-	-	-	-	-	-	-	-	-
Reserves	15,226	24,188	31,286	17,643	13,240	6,558	5,658	7,203	5,795	10,924	7,277
Council cash	5,616	18,106	35,081	37,810	30,387	31,049	33,586	33,305	36,470	32,926	38,437
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	24,425	48,425	67,617	62,983	45,787	39,797	41,464	42,788	44,595	46,230	48,144

Budget 2022/23 Capital works program

Capital Works 2022/23	Budget			Asset Expenditure Type				Funding sources				
	Operatin g Cost	Capital Cost	Project Cost	New	Renewal	Upgrade	Expansion	Deferra l	Grants/ Contrib	Reserves	Council Cash	Borrowing
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property												
Buildings	2,399	18,729	21,128	1,260	5,922	10,194	1,354	6,954	1,700	5,556	6,919	-
Access Control Renewal Council Buildings	90	910	1,000	228	273	410	-	750	-	-	250	-
Access Improvements to Council Buildings	-	38	38	9	11	17	-	-	-	-	38	-
Albert Park Bowls Club Pavilion Upgrade	-	50	50	-	13	38	-	-	-	-	50	-
Building Asset Renewals	-	1,350	1,350	-	810	540	-	-	-	-	1,350	-
Building CCTV Project	75	425	500	213	-	-	213	500	-	-	-	-
Building Safety Corrective Action Response	70	365	435	-	219	146	-	435	-	-	-	-
Building Structure and Façade Renewals	34	132	165	-	132	-	-	-	-	-	165	-
Catani Gardens Accessible Public Toilet	-	40	40	24	16	-	-	-	-	-	40	-
Childcare Building Asset Renewal	28	172	200	-	43	129	-	-	-	200	-	-
Childcare Centre Fence Compliance	53	447	500	-	112	335	-	-	-	500	-	-
Childrens Centres Improvement Program	56	754	810	-	377	377	-	-	-	810	-	-
EcoCentre Redevelopment	484	3,297	3,781	-	989	2,308	-	-	1,500	1,000	1,281	-
Edwards Park Public Amenities	25	215	240	129	-	-	86	-	-	120	120	-
Elder Smith Netball Courts and Pavilion	50	832	882	-	-	-	832	28	200	654	-	-
Elwood Angling Club Roof Replacement	-	150	150	-	150	-	-	-	-	-	150	-
Fitzroy Street Public Toilet	47	173	220	104	-	-	69	220	-	-	-	-

Capital Works 2022/23	Budget			Asset Expenditure Type				Funding sources				
	Operatin g Cost	Capital Cost	Project Cost	New	Renewal	Upgrade	Expansion	Deferra l	Grants/ Contrib	Reserves	Council Cash	Borrowing
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Flooring Renewal Program	-	100	100	-	100	-	-	-	-	-	100	-
HVAC, Air and Energy Improvement Program	76	479	555	-	-	479	-	155	-	-	400	-
Lagoon Reserve Pavilion & Sports Field	-	240	240	-	48	72	120	-	-	-	240	-
Operations Centre Fire Escape Upgrade	11	62	73	-	37	25	-	73	-	-	-	-
Palais Theatre Concrete Spalling	170	607	778	-	182	425	-	-	-	778	-	-
Palais Theatre Tunnels Rectification	104	896	1,000	-	269	627	-	-	-	1,000	-	-
Port Melbourne Town Hall Front Counter Security Upgrade	-	50	50	-	20	30	-	-	-	-	50	-
Port Melbourne Town Hall Facade Rectification	18	102	120	-	61	41	-	120	-	-	-	-
Sandbar Public Toilet Upgrades	35	395	430	-	276	118	-	270	-	110	50	-
St Kilda Town Hall Heritage Fire Sprinkler Upgrade	-	250	250	-	125	125	-	-	-	-	250	-
St Kilda Town Hall Training Rm Access Improvement	14	57	70	14	17	25	-	70	-	-	-	-
South Melbourne Market - The Courtyard	26	151	177	-	76	76	-	-	-	177	-	-
South Melbourne Market Amenities Upgrades & Regrading	-	825	825	413	-	413	-	-	-	-	825	-
South Melbourne Market Cecil St Essential Services Connect	-	363	363	-	145	218	-	-	-	207	156	-
South Melbourne Market Compliance Works	21	129	150	-	52	77	-	-	-	-	150	-
South Melbourne Market Fire Stairs Level 1	43	242	285	-	145	97	-	285	-	-	-	-
South Melbourne Market Renewal Works	33	198	230	-	119	79	-	30	-	-	200	-
SMM Smoke Extraction	79	303	382	76	91	136	-	382	-	-	-	-
South Melbourne Market Stall Changeover	20	205	225	-	123	82	-	-	-	-	225	-
South Melbourne Market York St Stair and Lift	-	380	380	-	152	228	-	-	-	-	380	-

Capital Works 2022/23	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost	Capital Cost	Project Cost	New	Renewal	Upgrade	Expansion	Deferral	Grants/Contrib	Reserves	Council Cash	Borrowing
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
South Melbourne Market Town Hall Renewal Upgrade	481	2,724	3,205	-	409	2,315	-	3,205	-	-	-	-
St Kilda Botanic Gardens Public Toilet	-	85	85	51	-	-	34	-	-	-	85	-
St Kilda Library Redevelopment	8	63	70	-	38	25	-	50	-	-	20	-
St Kilda Town Hall Façade Rectification	20	388	408	-	233	155	-	211	-	-	197	-
The Slopes Public Toilet Ventilation	23	87	110	-	61	26	-	110	-	-	-	-
Total property	2,399	18,729	21,128	1,260	5,922	10,194	1,354	6,954	1,700	5,556	6,919	-
Plant and equipment												
Plant, machinery and equipment	-	3,825	3,825	1,045	2,530	250	-	258	130	502	2,935	-
Parking Technology Program	-	500	500	-	250	250	-	140	-	-	360	-
Fleet Renewal Program	-	2,280	2,280	-	2,280	-	-	118	-	382	1,780	-
Mobile CCTV Trailer	-	150	150	150	-	-	-	-	-	-	150	-
Waste Transformation Bin Purchases	-	895	895	895	-	-	-	-	130	120	645	-
Fixtures, fittings and furniture	55	846	900	-	368	477	-	392	-	28	480	-
St Kilda Town Hall Staff Accommodation	47	503	550	-	201	302	-	92	-	28	430	-
Workplace Locker & Team Storage Roll Out	-	300	300	-	150	150	-	300	-	-	-	-
Council Furniture and Fittings	8	43	50	-	17	26	-	-	-	-	50	-
Computers and telecommunications	-	970	970	-	970	-	-	170	-	-	800	-
Core IT Renew & Upgrade	-	970	970	-	970	-	-	170	-	-	800	-
Library books	-	952	952	-	952	-	-	-	-	-	952	-
Library Purchases	-	952	952	-	952	-	-	-	-	-	952	-
Total plant and equipment	55	6,593	6,647	1,997	3,868	727	-	820	130	530	5,167	-

Capital Works 2022/23	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost	Capital Cost	Project Cost	New	Renewal	Upgrade	Expansion	Deferral	Grants/Contrib	Reserves	Council Cash	Borrowing
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure												
Roads	223	3,047	3,270	92	1,641	1,315	-	15	605	192	2,458	-
Alma Rd-Lansdowne Rd Safety Improvement	44	271	315	-	108	163	-	-	-	-	315	-
Blackspot Inkerman St Westbury, Balaclava	-	173	173	87	-	87	-	-	173	-	-	-
Dorcas St Cecil St Safety Improvements	2	13	15	-	7	7	-	-	-	-	15	-
Heavy Patching	28	172	200	-	120	52	-	-	-	-	200	-
Kerb & Gutter Construction - Dunstan Parade	7	53	60	-	32	21	-	-	-	-	60	-
Kerb & Gutter Construction - Wilton Gr	34	206	240	-	124	83	-	15	-	-	225	-
Kerb & Gutter Renewals	20	130	150	-	78	52	-	-	-	-	150	-
Laneway Design - R1763/R1765 Milton St	38	232	270	-	151	81	-	-	-	-	270	-
Laneway Renewal Designs - Park Street	-	60	60	-	39	21	-	-	-	-	60	-
Laneway Renewal Designs - Thompson St	-	60	60	-	39	21	-	-	-	-	60	-
Pier Road and Bay Trail Safety Upgrade	-	250	250	-	150	100	-	-	-	-	250	-
Princes St Zebra Crossing Lighting Upgrade	-	27	27	5	-	22	-	-	-	27	-	-
Redundant Vehicle Crossings Richardson and Nimmo Safety Improvements	10	40	50	-	24	16	-	-	-	-	50	-
Road Construction - Broadway	7	43	50	-	17	26	-	-	-	-	50	-
Road Construction - Coventry Street	-	60	60	-	24	36	-	-	-	-	60	-
Road Construction - Park Street	-	300	300	-	195	105	-	-	132	-	168	-
Road Resurfacing	-	750	750	-	450	300	-	-	300	-	450	-
Rouse St & Esplanade East Safety Improve	10	65	75	-	26	39	-	-	-	-	75	-

Capital Works 2022/23	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost	Capital Cost	Project Cost	New	Renewal	Upgrade	Expansion	Deferral	Grants/Contrib	Reserves	Council Cash	Borrowing
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bridges	-	255	255	-	255	-	-	-	-	-	255	-
Broadway Bridge Works	-	255	255	-	255	-	-	-	-	-	255	-
Footpaths and cycleways	350	3,978	4,327	275	1,282	2,226	194	25	1,589	1,326	1,388	-
Domain Precinct - Park St Bike Link	57	1,343	1,400	161	134	873	175	-	965	435	-	-
Footpath construction - Bendigo Ave	-	60	60	-	36	24	-	-	-	-	60	-
Footpath Construction - Queens Rd	12	73	85	-	44	29	-	-	-	-	85	-
Footpath Renewals	-	795	795	-	477	318	-	-	-	-	795	-
Iffla St & Tribe St Pedestrian Improve	42	258	300	-	103	155	-	-	-	300	-	-
Inkerman Safe Travel Corridor	65	150	215	18	15	98	20	-	-	215	-	-
Laneway Construction - Wellington St	38	232	270	-	151	81	-	-	270	-	-	-
LATM - Danks Street and Withers Street	16	74	90	-	30	44	-	-	-	-	90	-
Liardet Street Pedestrian Improvements	1	231	232	-	116	116	-	-	56	176	-	-
Pedestrian Operated Signal Alma Road St Kilda	-	45	45	36	-	9	-	-	-	-	45	-
Pedestrian Operated Signal Marine Parade	-	50	50	40	-	10	-	-	-	50	-	-
Pedestrian Operated Signal Williamstown Road, Port Melbourne	-	25	25	20	-	5	-	-	18	-	8	-
Pram Crossing Upgrades	54	331	385	-	99	232	-	-	-	-	385	-
West Beach Boardwalk Accessibility	65	310	375	-	78	233	-	25	280	150	-80	-
Drainage	188	2,261	2,448	-	948	846	467	325	-	160	1,963	-
Armstrong St & Page St Water Sensitive Urban Design	-	193	193	-	-	-	193	-	-	-	193	-
Derham St Waster Sensitive Urban Design	10	63	73	-	-	-	63	-	-	-	73	-

Capital Works 2022/23	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost	Capital Cost	Project Cost	New	Renewal	Upgrade	Expansion	Deferral	Grants/Contrib	Reserves	Council Cash	Borrowing
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Dundas Place Water Sensitive Urban Design and De-paving James Service Place Water Sensitive Urban Design Swales	12	81	93	-	-	-	81	-	-	-	93	-
Ross and Raglan Water Sensitive Urban Design	26	164	190	-	82	82	-	-	-	-	190	-
Stormwater Designs	15	100	115	-	-	-	100	-	-	-	115	-
Stormwater Capital Works	105	1,220	1,325	-	610	610	-	325	-	-	1,000	-
Stormwater Harvesting Design	-	200	200	-	200	-	-	-	-	-	200	-
Water Sensitive Urban Design Designs	20	140	160	-	56	84	-	-	-	160	-	-
	-	100	100	-	-	70	30	-	-	-	100	-
Parks, open space and streetscapes	1,984	13,563	15,548	1,556	5,290	5,343	1,375	3,621	2,107	4,665	5,155	-
Acland Street Plaza planting and HVM	102	408	510	-	163	245	-	-	-	-	510	-
Alma Park Amenities Pavilion	15	668	683	-	535	134	-	-	431	-	252	-
Alma Park East - Multi Purpose Court	7	28	35	-	7	14	7	12	-	23	-	-
Alma Park Playspace Upgrade	88	469	557	-	141	329	-	-	150	407	-	-
Bay Trail Safety Upgrades	50	-	50	-	-	-	-	50	-	-	-	-
Beacon Cove Boat Landing Upgrade	-	80	80	-	80	-	-	-	-	-	80	-
BMX Track	16	62	78	-	16	16	31	23	-	55	-	-
Catani Gardens Irrigation Upgrade	57	382	439	-	191	191	-	218	-	-	222	-
Clarke and Market St Raingardens	35	215	250	-	-	151	65	250	226	-	-226	-
Elwood Boat Ramp Renewal	-	55	55	-	44	11	-	-	-	-	55	-
Elwood Foreshore Facilities Development	-	727	727	36	341	269	80	-	-	-	727	-
Foreshore Summer Management CCTV	47	8	55	-	3	5	-	30	-	-	25	-
Gasworks Arts Park Reinstatement	158	652	810	196	130	326	-	-	-	810	-	-

Capital Works 2022/23	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost	Capital Cost	Project Cost	New	Renewal	Upgrade	Expansion	Deferral	Grants/Contrib	Reserves	Council Cash	Borrowing
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Graham St Overpass Skatepark and Carpark	18	112	130	-	22	22	67	-	-	130	0	-
Hewison Reserve - Upgrade	72	288	360	-	115	173	-	-	-	185	175	-
J Talbot Reserve Basketball Upgrade	-	170	170	-	43	43	85	-	-	70	100	-
JL Murphy Baseball Infield	-	100	100	70	-	-	30	-	-	70	30	-
JL Murphy Comm Pitch Synthetic Field	-	90	90	18	-	27	45	-	-	-	90	-
JL Murphy Soccer Pitch 2 Reconstruction	8	32	40	5	6	21	-	-	-	20	20	-
Ludwig Stamer Reserve Play Space Upgrade	70	280	350	-	112	28	140	-	-	175	175	-
Maritime Urgent Reactive Works	-	140	140	-	112	28	-	-	-	-	140	-
Moubray St Community Park	64	1,176	1,240	588	-	588	-	-	650	590	-	-
North Port Oval Upgrade (Council)	9	37	46	-	15	22	-	-	-	46	-	-
North Port Oval Works (Election)	-	38	38	-	8	30	-	-	-	-	38	-
Palais Theatre and Luna Park Precinct	688	3,020	3,708	-	906	1,510	604	1,125	650	1,148	785	-
Park Lighting Renewal and Upgrades	-	280	280	-	168	112	-	-	-	-	280	-
Playground Safety Audit Works	-	20	20	-	14	6	-	-	-	-	20	-
Public Space Lighting - Bay Trail	64	274	338	-	55	219	-	338	-	-	-	-
Public Space Lighting - Elwood Foreshore	175	700	875	-	420	280	-	875	-	-	-	-
Public Space Lighting - Elwood Stage 1B	10	40	50	-	24	16	-	-	-	-	50	-
Public Space Minor Capital Works	-	1,050	1,050	210	840	-	-	-	-	210	840	-
Recreation Renewals & Upgrades	25	100	125	15	5	50	30	-	-	36	89	-
Sandridge Beach Safety Upgrades	-	67	67	-	-	67	-	-	-	67	-	-

Capital Works 2022/23	Budget			Asset Expenditure Type				Funding sources				
	Operatin g Cost	Capital Cost	Project Cost	New	Renewal	Upgrade	Expansion	Deferra l	Grants/ Contrib	Reserves	Council Cash	Borrowing
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Sea Bee Replacement	-	50	50	-	40	10	-	-	-	-	50	-
St Kilda Junction Underpass Safety Upgrade	-	446	446	-	446	-	-	-	-	-	446	-
Skidders Adventure Playground Upgrade	-	300	300	285	15	-	-	-	-	300	-	-
South Melbourne Market Public Safety Improvements	6	44	50	-	26	18	-	50	-	-	-	-
Sol Green Reserve Upgrade	5	20	25	-	8	12	-	-	-	13	13	-
Solar PV Lighting across the city	44	166	210	133	-	-	33	100	-	110	-	-
St Kilda Adventure Playground Upgrade	50	240	290	-	36	204	-	235	-	40	15	-
St Kilda Foreshore Lighting Renewal	23	92	115	-	55	37	-	115	-	-	-	-
St Kilda Pier Landside Works Upgrade	10	100	110	-	30	20	50	110	-	-	-	-
St Kilda Promenade Safety Upgrade	44	176	220	-	53	35	88	20	-	100	100	-
St Vincent Gardens Playground	10	40	50	-	12	8	20	-	-	25	25	-
TT Buckingham Flying Fox	14	49	63	-	10	39	-	28	-	35	-	-
Wattie Watson Oval Reconstruction	-	43	43	-	13	30	-	43	-	-	-	-
Total infrastructure	2,744	23,104	25,848	1,923	9,416	9,730	2,036	3,986	4,301	6,343	11,218	-
TOTAL capital works expenditure 2022/23	5,198	48,425	53,623	5,179	19,206	20,651	3,389	11,760	6,131	12,428	23,304	-

Summary of capital works expenditure 2023–26

Capital Works 2022/23	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
Property												
Buildings	2,399	18,729	21,128	1,260	5,922	10,194	1,354	6,954	1,700	5,556	6,919	-
Total property	2,399	18,729	21,128	1,260	5,922	10,194	1,354	6,954	1,700	5,556	6,919	-
Plant and Equipment												
Plant, machinery and equipment	-	3,825	3,825	1,045	2,530	250	-	258	130	502	2,935	-
Fixtures, fittings and furniture	55	846	900	-	368	477	-	392	-	28	480	-
Computers and telecommunications	-	970	970	-	970	-	-	170	-	-	800	-
Heritage	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	952	952	952	-	-	-	-	-	-	952	-
Total plant and equipment	55	6,593	6,647	1,997	3,868	727	-	820	130	530	5,167	-
Infrastructure												
Roads	223	3,047	3,270	92	1,641	1,315	-	15	605	192	2,458	-
Bridges	-	255	255	-	255	-	-	-	-	-	255	-
Footpaths and cycleways	350	3,978	4,327	275	1,282	2,226	194	25	1,589	1,326	1,387	-
Drainage	188	2,261	2,448	-	948	846	467	325	-	160	1,963	-
Parks, open space and streetscapes	1,984	13,563	15,548	1,556	5,290	5,343	1,375	3,621	2,107	4,665	5,155	-
Total infrastructure	2,744	23,104	25,848	1,923	9,416	9,730	2,036	3,986	4,301	6,343	11,218	-
TOTAL capital works expenditure 2022/23	5,198	48,425	53,623	5,179	19,206	20,651	3,389	11,760	6,131	12,428	23,304	-

Capital Works 2023/24	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
Property												
Buildings	4,807	33,337	38,145	2,142	7,829	17,191	6,177	4,941	950	17,229	15,025	-
Total property	4,807	33,337	38,145	2,142	7,829	17,191	6,177	4,941	950	17,229	15,025	-
Plant and equipment												
Plant, machinery and equipment	-	3,049	3,049	895	1,954	200	-	-	-	-	3,049	-
Fixtures, fittings and furniture	302	2,088	2,390	-	835	1,253	-	484	-	500	1,406	-
Computers and telecommunications	-	800	800	-	800	-	-	-	-	-	800	-
Heritage	-	30	30	-	-	-	30	-	-	-	30	-
Library books	-	852	852	852	-	-	-	-	-	-	852	-
Total plant and equipment	302	6,819	7,121	1,747	3,589	1,453	30	484	-	500	6,137	-
Infrastructure												
Roads	423	3,952	4,375	17	2,285	1,650	-	1,195	300	85	2,795	-
Bridges	-	255	255	-	255	-	-	-	-	105	150	-
Footpaths and cycleways	332	3,306	3,638	73	1,397	1,758	79	7	-	800	2,831	-
Drainage	75	592	667	-	244	349	-	-	-	590	77	-
Parks, open space and streetscapes	3,428	19,355	22,783	2,394	6,377	6,081	4,504	1,559	-	10,511	10,713	-
Total infrastructure	4,258	27,460	31,718	2,484	10,557	9,837	4,582	2,760	300	12,091	16,566	-
TOTAL capital works expenditure 2023/24	9,367	67,616	76,984	6,373	21,974	28,480	10,789	8,185	1,250	29,821	37,727	-

Capital Works 2024/25	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost	Capital Cost	Project Cost	New	Renewal	Upgrade	Expansion	Deferral	Grants/Contrib.	Reserves	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property												
Buildings	1,999	11,411	13,410	323	5,559	5,530	-	-	750	2,875	9,785	-
Total property	1,999	11,411	13,410	323	5,559	5,530	-	-	750	2,875	9,785	-
Plant and Equipment												
Plant, machinery and equipment	-	2,649	2,649	295	2,154	200	-	-	-	-	2,649	-
Fixtures, fittings and furniture	21	119	140	-	48	71	-	-	-	-	140	-
Computers and telecommunications	-	650	650	-	650	-	-	-	-	-	650	-
Heritage	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	852	852	852	-	-	-	-	-	-	852	-
Total plant and equipment	21	4,270	4,291	1,147	2,852	271	-	-	-	-	4,291	-
Infrastructure												
Roads	185	7,055	7,240	-	4,625	2,430	-	-	300	-	6,940	-
Bridges	-	7,155	7,155	-	7,155	-	-	-	3,630	3,525	-	-
Footpaths and cycleways	343	8,317	8,660	788	1,605	5,071	853	-	1,000	6,845	815	-
Drainage	245	1,505	1,750	-	602	903	-	-	-	1,750	-	-
Parks, open space and streetscapes	3,333	23,270	26,603	2,161	9,947	8,652	2,511	-	1,850	5,423	19,329	-
Total infrastructure	4,105	47,303	51,408	2,948	23,933	17,057	3,365	-	6,780	17,543	27,084	-
TOTAL capital works expenditure 2024/25	6,125	62,983	69,109	4,418	32,343	22,858	3,365	-	7,530	20,418	41,160	-

Capital Works 2025/26	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
Property												
Buildings	1,113	16,432	17,545	323	8,654	7,456	-	-	-	2,190	15,355	-
Total property	1,113	16,432	17,545	323	8,654	7,456	-	-	-	2,190	15,355	-
Plant and Equipment												
Plant, machinery and equipment	-	2,527	2,572	295	2,032	200	-	-	-	-	2,527	-
Fixtures, fittings and furniture	21	119	140	-	48	71	-	-	-	-	140	-
Computers and telecommunications	-	650	650	-	650	-	-	-	-	-	650	-
Heritage	-	30	30	-	-	-	30	-	-	-	30	-
Library books	-	852	852	852	-	-	-	-	-	-	852	-
Total plant and equipment	21	4,178	4,199	1,147	2,730	271	30	-	-	-	4,199	-
Infrastructure												
Roads	-	4,390	4,390	-	3,562	828	-	-	700	-	3,690	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	46	4,179	4,225	268	1,264	2,357	290	-	-	2,230	995	-
Drainage	-	1,500	1,500	-	600	900	-	-	-	1,500	-	-
Parks, open space and streetscapes	5,643	15,109	20,752	2,232	6,345	4,080	2,452	-	1,000	4,111	16,641	-
Total infrastructure	5,690	25,178	30,867	2,500	11,771	8,166	2,742	-	1,700	7,841	21,326	-
TOTAL capital works expenditure 2025/26	6,824	45,788	52,611	3,969	23,155	15,893	2,772	-	1,700	10,031	40,880	-

2022–32 Capital Projects

Strategic Direction 1: Inclusive Port Phillip

Project name	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Ageing & Accessibility										
Access Improvements to Council Buildings	38	193		-	-	-	-	-	-	-
Children										
Childcare Centre Fence Compliance	500									
Children's Centres Improvement Program	810	3,150	3,425	1,990	-	-	-	-	-	-
Childcare Building Asset Renewal	200	200	200	200	200	200	200	200	200	200
Families and young people										
St Kilda Adventure Playground Upgrade	290	935	2,170	-	-	-	-	-	-	-
Skidders Adventure Playground Upgrade	300									
Recreation										
Albert Park Bowls Club Pavilion Upgrade	50	260	-	-	-	-	-	-	-	-
Elder Smith Netball Courts and Pavilion	882	4,056	-	-	-	-	-	-	-	-
Graham St Overpass Skatepark and Carpark	130	902	45	761	-	-	-	-	-	-
J Talbot Reserve Basketball Upgrade	170	-	-	-	-	-	-	-	-	-
JL Murphy Comm Pitch Synthetic Field	90	2,436	-	-	-	-	-	-	-	-
Lagoon Reserve Pavilion & Sports Field	240	5,886	-	-	-	-	-	-	-	-
North Port Oval Upgrade (Council)	46	680	-	-	-	-	-	-	-	-
North Port Oval Works (Election)	38	-	-	-	-	-	-	-	-	-
Sport & Recreation Program	237	600	400	600	400	300	300	300	300	300
Sports Fields Lighting Program	130	1350	0	50	200	200	200	200	200	200
Sports Playing Field Program	83	-	1,500	1,400	100	1,400	100	1,400	100	1,400
Total	4,234	20,647	7,740	5,001	900	2,100	800	2,100	800	2,100

Strategic Direction 2: Liveable Port Phillip

Project name	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Local Laws										
Mobile CCTV Trailer	150									
Public Space										
Acland Street Plaza planting and HVM	510	500	-	-	-	-	-	-	-	-
Alma Park Playspace Upgrade	557	-	-	-	-	-	-	-	-	-
Bay Trail Safety Upgrades	67	250	-	-	-	-	-	-	-	-
Bowen Crescent Reserve	-	-	-	-	30	50	1,220	-	-	-
Carlisle St New Small Local Space	-	-	-	-	-	-	-	100	2,900	-
Clarke Reserve Play Space Upgrade	-	-	50	450	-	-	-	-	-	-
Cobden Place Pocket Park	-	-	-	1,500	-	-	-	-	-	-
Dog Parks (location not specified)	-	50	450	-	-	-	-	-	50	450
Elwood Foreshore Facilities Development Stage 1	727	877	12,268	5,009	-	-	-	-	-	-
Expand the size of Eastern Reserve North Foreshore Summer Management CCTV	55	-	-	-	30	50	1,295	-	-	-
Gasworks Arts Park Reinstatement	810	3,535	-	-	-	-	-	-	-	-
Glen Eira Avenue Reserve	-	-	-	-	50	710	-	-	-	-
Hewison Reserve Upgrade	360	-	-	-	-	-	-	-	-	-
Land acquisition in St Kilda East	-	-	250	250	2,000	500	2,000	500	2,000	500
Lansdowne Rd new small local open space	-	250	500	626	-	-	-	-	-	-
Ludwig Stamer Reserve Play Space Upgrade	350	-	-	-	-	-	-	-	-	-
Maritime Infrastructure Program	325	450	650	650	650	650	650	650	650	650
Moubray St Community Park	1,240	-	-	-	-	-	-	-	-	-

Project name	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Pakington Street Reserve	-	-	-	-	-	-	-	-	1,100	300
Palais Theatre and Luna Park Precinct	3,708	-	-	-	-	-	-	-	-	-
Playground Safety Audit Works	20	-	-	-	-	-	-	-	-	-
Port Melbourne light rail linear parks	-	30	100	500	100	400	320	-	-	-
Public Space Lighting Program	1,868	996	600	600	600	600	600	600	600	600
Public Space Minor Capital Works	1,050	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Sol Green Reserve Upgrade	25	150	1,800	-	-	-	-	-	-	-
South Beach Reserve, St Kilda Foreshore	-	-	-	-	-	-	-	50	350	100
South Melbourne Activity Centre New small location	-	-	-	-	-	-	50	2,650	1,500	1,500
South Melbourne Employment Area New Small Location	-	-	-	-	-	-	50	-	2,650	3,000
St Kilda Botanical Gardens Play Space	-	-	-	-	-	100	280	1,600	-	-
St Kilda Pier Landside Works Upgrade	110	1,500	2,080	-	-	-	-	-	-	-
St Kilda Promenade Safety Upgrade	220	3,300	-	-	-	-	-	-	-	-
St Vincent Gardens Playground	50	730	-	-	-	-	-	-	-	-
Station Pier Linear Park	-	-	-	-	25	75	-	-	-	-
TT Buckingham Flying Fox	63	-	-	-	-	-	-	-	-	-
Waterfront Place	-	-	-	50	100	850	-	-	-	-
West Beach Boardwalk Accessibility	375	-	-	-	-	-	-	-	-	-
Woodstock Street Reserve	-	-	-	-	-	50	710	-	-	-
Transport and Parking										
Bike Infrastructure Program	1,615	807	6,845	2,230	500	500	500	500	500	500
Blackspot Safety Improvements	173	400	400	400	400	400	400	400	400	400
Footpath Renewal Program	940	1,345	1,060	1,060	1,060	1,060	1,060	1,060	1,060	1,060
Kerb and Gutter Renewal Program	885	920	920	920	920	920	920	920	920	920
Laneway Renewal and Upgrade Program	660	615	535	235	235	235	235	235	235	235
Local Area Traffic Management	495	486	270	-	-	-	-	-	-	-

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proudly port phillip

Project name	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Parking Technology Program	500	400	400	400	400	400	400	400	400	400
Pedestrian Infrastructure Delivery Program	844	770	560	700	700	700	700	700	700	700
Road Renewal Program	1,615	2,925	9,155	3,070	3,070	3,070	3,070	3,070	3,070	3,070
Pier Road and Bay Trail Safety Upgrade	250	-	3,310	-	-	-	-	-	-	-
St Kilda Underpass Safety Upgrade	446	-	-	-	-	-	-	-	-	-
Total	21,270	22,485	43,403	20,030	12,070	12,520	15,660	14,635	20,285	15,585

Strategic Direction 3: Sustainable Port Phillip

Project name	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Amenity										
Public Toilet Plan Implementation Program	1,859	965	450	450	450	450	450	450	450	450
Stormwater Management Program	1,525	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Sustainability										
Catani Gardens Irrigation Upgrade	439	-	-	-	-	-	-	-	-	-
EcoCentre Redevelopment	3,781	1,118	-	-	-	-	-	-	-	-
HVAC, Air and Energy Improvement Program	555	900	250	250	250	250	250	250	250	250
Open Space Irrigation Renewal Upgrade	-	350	350	350	350	350	350	350	350	350
Stormwater Harvesting Program	160	590	1,750	1,500	-	-	-	-	-	-
Water Sensitive Urban Design Program	1,013	740	740	600	600	600	600	600	600	600
Waste Management										
Waste Transformation Bin Purchases	895	895	295	295	295	295	295	295	295	295
Total	10,227	6,557	4,835	4,445	2,945	2,945	2,945	2,945	2,945	2,945

Strategic Direction 4: Vibrant Port Phillip

Project name	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Arts, Culture and Heritage										
Art Acquisition	-	30	-	30	-	30	-	30	-	-
Palais Theatre Concrete Spalling	778	-	-	-	-	-	-	-	-	-
Palais Theatre Tunnels Rectification	1,000	548	-	-	-	-	-	-	-	-
South Melbourne Town Hall Renewal Upgrade	3,205	11,175	-	-	-	-	-	-	-	-
Libraries										
Library Collection Purchases	952	852	852	852	852	852	852	852	852	852
St Kilda Library Redevelopment	70	600	2,500	7,800	-	-	-	-	-	-
South Melbourne Market										
South Melbourne Market Compliance Works	2,022	4,240	2,480	2,500	1,500	1,500	1,200	600	-	-
South Melbourne Market Cecil St Essential Services Connection	363	-	-	-	-	-	-	-	-	-
South Melbourne Market Public Safety Improvements	50	-	-	-	-	-	-	-	-	-
South Melbourne Market Renewal Works	230	200	450	700	700	700	700	700	700	700
South Melbourne Market Stall Changeover	225	125	125	125	125	125	125	125	125	125
South Melbourne Market The Courtyard	177	-	-	-	-	-	-	-	-	-
Total	9,072	17,770	6,407	12,007	3,177	3,207	2,877	2,307	1,677	1,707

Strategic Direction 5: Well Governed Port Phillip

Project name	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Asset Management										
Building Renewal and Upgrade Program	2,293	3,080	2,480	2,480	2,480	2,480	2,480	2,480	2,480	2,480
Building Safety and Accessibility Program	2,378	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Council Fleet Renewal Program	2,280	1,754	1,954	1,832	1,412	1,472	1,832	1,439	1,350	1,350
Workplace Plan Implementation	900	2,390	140	140	140	140	140	140	140	140
Technology										
Core IT Renewal and Upgrade	970	800	650	650	990	750	650	750	700	700
Total	8,821	9,524	6,724	6,602	6,522	6,342	6,602	6,309	6,170	6,170

Total Capital Projects	53,623	76,984	69,109	48,084	25,614	27,114	28,884	28,296	31,877	28,507
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Project name	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Budget indexation for inflation	-	-	-	1,106	589	651	722	651	733	656
Budget Capacity	-	-	-	4,527	20,125	20,534	20,354	23,009	21,035	26,900
Grand total	53,623	76,984	69,109	53,717	46,328	48,299	49,960	51,956	53,645	56,062

2022-26 Operating Projects

Strategy 1: Inclusive Port Phillip

Project name	2022-23	2023-24	2024-25	2025-26
Affordable housing and homelessness				
In Our Backyard	3,000	1,000	-	-
Rough Sleeping Assertive Outreach	110	-	-	-
Children				
Kinder Central Registration & Enrolment	181	-	-	-
Total	3,291	1,000	-	-

Strategy 2: Liveable Port Phillip

Project name	2022-23	2023-24	2024-25	2025-26
Public Space				
Blessington Street Temporary Road Closure	-	-	100	-
Coastal Planning	50	180	20	-
Coles Car Park Balaclava Temporary Park	10	90	-	-
Dickens Street Temporary Park	80	-	-	-
Dogs off-leash guideline	310	-	-	-
Glen Eira Avenue Reserve Trial	-	-	-	75
Green Line Trial Upgrade	10	110	-	-
Site Contamination Management	322	50	50	50
St Kilda Marina Project	955	2,845	2,000	1,500
Temporary Park Gibbs St	-	100	-	-
Temporary Park Lansdowne Road	100	-	-	-
City Planning and Urban Design				
Fishermans Bend Program	860	300	300	300
Heritage Program Implementation	560	430	90	-
Housing Strategy	200	165	10	-
Planning Scheme Amendments Program	165	260	260	260
South Melbourne Structure Plan	190	-	-	-
St Kilda Catalyst Sites Investigation	-	60	-	-
Transport & Parking				
Car Share Policy Review and Development	45	-	-	-
Domain Precinct - Metro Tunnel Project	490	490	-	-
Domain Precinct Parking Review	70	-	-	-
Park Street Temporary Bike Lane	215	-	-	-
Parking Policy E-Permit Implementation	365	310	-	-
Local Laws & Animal Management				
Local Law Review	390	17	-	-
Total	5,447	5,407	2,830	2,185

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Strategy 3: Sustainable Port Phillip

Project name	2022-23	2023-24	2024-25	2025-26
Sustainability				
Coastal Hazard Assessment Implementation	60	-	-	-
Comm. Electric Vehicle Charging	100	100	100	-
Elster Creek Catchment & Elsternwick Park	430	600	-	-
Energy Efficient Street Lighting Upgrade	1,678	237	-	-
Greening Port Phillip Program	1,662	1,240	1,240	1,240
South Melbourne Market Sustainability Initiative	75	75	75	75
Sustainable Environment Strategy	275	65	-	-
Waste Management				
Waste Transformation Program	1,550	530	-	-
Total	5,830	2,847	1,415	1,315

Strategy 4: Vibrant Port Phillip

Project name	2022-23	2023-24	2024-25	2025-26
Arts, Culture & Heritage				
Deliver Live Music Action Plan	190	75	-	-
Art Collection public programming and engagement	50	-	-	-
Economic Development & Tourism				
Games Action Plan Implementation	75	75	-	-
Social and Economic Recovery	1,104	650	650	-
Libraries				
Library Action Plan Technology Implementation	60	60	60	60
Library Public Printing Upgrade	55	-	-	-
Library Management System Implementation	77	-	-	-
Total	1,611	860	710	60

Strategy 5: Well Governed Port Phillip

Project name	2022-23	2023-24	2024-25	2025-26
Governance, Risk and Policy				
Council Plan 21-31 Years 1-4 program	70	70	70	-
Asset and Property Management				
Stand Drawings – Clever City	135			
People, Culture and Safety				
Health and Safety Improvement Plan	30	-	-	-
Technology				
Clever Council Program	1,220	1,380	1,380	1,070

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	Total			
	1,455	1,450	1,450	1,070
Unallocated Capacity	-	-	-	700
Grand Total	17,574	11,564	6,405	5,330

Schedule of reserve movements

Cash Backed Reserves	1 July 2021 Opening Balance \$'000	2021/22			2022/23			2023/24		
		Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000
Statutory Reserves										
Open Space Contributions (Resort & Recreation Levy)										
• Open Space Contributions excluding FBURA	34,593	8,858	(1,555)	41,896	5,680	(2,920)	44,656		(12,764)	31,892
• Fishermans Bend Urban Renewal Area (FBURA)	-	-	-	-	-	-	-	-	-	-
Total Open Space Contributions (Resort & Recreation Levy)	34,593	8,858	(1,555)	41,896	5,680	(2,920)	44,656	-	(12,764)	31,892
• Car Parking Reserve	1,791	-	-	1,791	-	-	1,791	-	-	1,791
• Trust Funds and Deposits	7,374	125	-	7,499	127	-	7,626	168	-	7,794
Total Statutory Reserves	43,758	8,983	(1,555)	51,186	5,807	(2,920)	54,073	168	(12,764)	41,477
Non-Statutory Reserves										
Contractual Reserves										
• Child Care Infrastructure	6,219	843	(1,154)	5,908	818	(1,510)	5,216	836	(2,600)	3,452
• Middle Park Beach Nourishment	239	7	-	246	7	-	253	6	-	259
• Tied Grants	6,305	6,247	(4,570)	7,982	192	(5,449)	2,725	-	(1,071)	1,654
• ANAM Building Maintenance (South Melbourne Town Hall)	(27)	-	-	(27)	-	-	(27)	-	-	(27)
• Project Deferrals	18,430	9,344	(8,130)	19,644	4,663	(15,220)	9,086	-	(8,582)	504
Total Contractual Reserves	31,166	16,441	(13,855)	33,753	5,680	(22,179)	17,254	842	(12,253)	5,842
Strategic Reserves										
• Palais Theatre	2,305	550	(238)	2,617	926	(1,778)	1,766	938	(548)	2,155
• Strategic Property Fund	7,176	10,598	-	17,774	398	-	18,172	6,950	-	25,122
• In Our Backyard (Affordable Housing)	2,755	500	-	3,255	500	(3,000)	755	500	(1,000)	255
• Sustainable Transport	3,786	1,926	(1,559)	4,153	1,136	(1,368)	3,922	1,159	(885)	4,196
• St Kilda Marina & Foreshore	-	-	-	-	-	(955)	(955)	-	(2,845)	(3,800)
Total Strategic Reserves	20,436	13,574	(1,824)	32,186	2,960	(7,911)	27,235	9,547	(8,813)	27,969
General Reserves										
• Internal Borrowing - Loan Repayment	-	5,750	(7,088)	(1,338)	200	-	(1,138)	200	-	(938)
• Internal Borrowing - Fishermans Bend Investments	(8,930)	3,350	-	(5,580)	158	-	(5,422)	1,698	-	(3,724)
• Internal Borrowing - Other	-	-	(443)	(443)	-	(1,134)	(1,577)	165	-	(1,412)
• Asset Renewal Fund and Risk	15,139	5,735	(458)	20,416	-	(1,335)	19,081	-	(8,495)	10,586
• Smart Technology Fund	(11,862)	1,400	-	(10,462)	1,400	-	(9,062)	1,400	-	(7,662)
• Municipal Growth Reserve (incl Fishermans Bend)	3,124	392	-	3,516	392	-	3,908	390	-	4,298
• Rates Cap Challenge	6,000	-	-	6,000	-	-	6,000	-	(2,600)	3,400
Total General Reserves	3,471	16,627	(7,989)	12,109	2,150	(2,469)	11,790	3,853	(11,095)	4,548
Total Non-Statutory Reserves	55,073	46,642	(23,668)	78,047	10,790	(32,558)	56,279	14,242	(32,161)	38,359
Total Cash-backed Reserves	98,831	55,625	(25,223)	129,234	16,597	(35,478)	110,352	14,410	(44,925)	79,836

Cash Backed Reserves	Note	2024/25			2025/26			2026/27			2027/28		
		Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000
Statutory Reserves													
Open Space Contributions (Resort & Recreation Levy)													
• Open Space Contributions excluding FBURA		5,680	(7,250)	30,322	5,680	(5,689)	30,313	5,680	(3,148)	32,845	5,680	(4,682)	33,843
• Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-	-	-	-	-	-	-	-	-
Total Open Space Contributions (Resort & Recreation Levy)		5,680	(7,250)	30,322	5,680	(5,689)	30,313	5,680	(3,148)	32,845	5,680	(4,682)	33,843
• Car Parking Reserve		-	-	1,791	-	-	1,791	-	-	1,791	-	-	1,791
• Trust Funds and Deposits	1	179	-	7,973	183	-	8,156	188	-	8,344	200	-	8,544
Total Statutory Reserves		5,859	(7,250)	40,086	5,863	(5,689)	40,260	5,868	(3,148)	42,980	5,880	(4,682)	44,178
Non-Statutory Reserves													
Contractual Reserves													
• Child Care Infrastructure		855	(2,875)	1,432	875	(2,190)	117	895	(1,250)	(238)	916	(916)	(238)
• Middle Park Beach Nourishment		6	-	265	6	-	271	7	-	278	8	-	286
• Tied Grants		-	-	1,654	-	-	1,654	-	-	1,654	-	-	1,654
• ANAM Building Maintenance (South Melbourne Town Hall)		60	-	33	60	-	93	60	(60)	93	60	(60)	93
• Project Deferrals		-	-	504	-	-	504	-	-	504	-	-	504
Total Contractual Reserves		921	(2,875)	3,888	941	(2,190)	2,639	962	(1,310)	2,291	984	(976)	2,299
Strategic Reserves													
• Palais Theatre		960	-	3,115	982	-	4,097	1,005	-	5,102	1,030	-	6,132
• Strategic Property Fund		400	(8,000)	17,522	400	-	17,922	400	-	18,322	400	-	18,722
• In Our Backyard (Affordable Housing)		500	-	755	-	-	755	-	-	755	-	-	755
• Sustainable Transport		1,182	(6,845)	(1,467)	1,206	(2,230)	(2,491)	1,230	(500)	(1,761)	1,255	(500)	(1,006)
• St Kilda Marina & Foreshore		-	(2,000)	(5,800)	101	(1,500)	(7,199)	631	-	(6,568)	646	(300)	(6,222)
Total Strategic Reserves		3,042	(16,886)	14,125	2,689	(3,730)	13,084	3,266	(500)	15,850	3,331	(800)	18,381
General Reserves													
• Internal Borrowing - Loan Repayment		200	-	(738)	200	-	(538)	200	-	(338)	200	-	(138)
• Internal Borrowing - Fishermans Bend Investments		3,126	-	(598)	158	-	(440)	158	-	(282)	158	-	(124)
• Internal Borrowing - Other		165	-	(1,247)	165	-	(1,082)	165	-	(917)	165	-	(752)
• Asset Renewal Fund and Risk	2	816	(3,525)	7,877	-	(1,800)	6,077	-	-	6,077	-	-	6,077
• Smart Technology Fund		1,400	-	(6,262)	1,400	-	(4,862)	1,400	-	(3,462)	1,400	-	(2,062)
• Municipal Growth Reserve (incl Fishermans Bend)	3	417	-	4,715	438	-	5,153	458	-	5,611	479	-	6,090
• Rates Cap Challenge	4	-	700	4,100	-	(2,000)	2,100	-	(2,100)	-	-	-	-
Total General Reserves		6,124	(2,825)	7,847	2,361	(3,800)	6,408	2,381	(2,100)	6,689	2,402	-	9,091
Total Non-Statutory Reserves		10,087	(22,586)	25,860	5,991	(9,720)	22,131	6,609	(3,910)	24,830	6,717	(1,776)	29,771
Total Cash-backed Reserves		15,946	(29,836)	65,946	11,854	(15,409)	62,391	12,477	(7,058)	67,810	12,597	(6,458)	73,949

Cash Backed Reserves	Note	2028/29			2029/30			2030/31			2031/32		
		Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000
Statutory Reserves													
Open Space Contributions (Resort & Recreation Levy)													
• Open Space Contributions excluding FBURA		5,680	(6,204)	33,319	5,680	(4,774)	34,225	5,680	(9,881)	30,024	5,680	(6,211)	29,493
• Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-	-	-	-	-	-	-	-	-
Total Open Space Contributions (Resort & Recreation Levy)		5,680	(6,204)	33,319	5,680	(4,774)	34,225	5,680	(9,881)	30,024	5,680	(6,211)	29,493
• Car Parking Reserve		-	-	1,791	-	-	1,791	-	-	1,791	-	-	1,791
• Trust Funds and Deposits	1	214	-	8,758	201	-	8,959	206	-	9,165	211	-	9,376
Total Statutory Reserves		5,894	(6,204)	43,868	5,881	(4,774)	44,975	5,886	(9,881)	40,980	5,891	(6,211)	40,660
Non-Statutory Reserves													
Contractual Reserves													
• Child Care Infrastructure		939	(939)	(238)	961	(961)	(238)	983	(983)	(238)	1,006	(1,006)	(238)
• Middle Park Beach Nourishment		8	-	294	8	-	302	8	-	310	8	-	318
• Tied Grants		-	-	1,654	-	-	1,654	-	-	1,654	-	-	1,654
• ANAM Building Maintenance (South Melbourne Town Hall)		60	(60)	93	60	(60)	93	60	(60)	93	60	(60)	93
• Project Deferrals		-	-	504	-	-	504	-	-	504	-	-	504
Total Contractual Reserves		1,007	(999)	2,307	1,029	(1,021)	2,315	1,051	(1,043)	2,323	1,074	(1,066)	2,331
Strategic Reserves													
• Palais Theatre		1,056	(1,000)	6,188	1,081	-	7,269	1,106	-	8,375	1,132	-	9,507
• Strategic Property Fund		400	-	19,122	400	-	19,522	400	-	19,922	400	-	20,322
• In Our Backyard (Affordable Housing)		-	-	755	-	-	755	-	-	755	-	-	755
• Sustainable Transport		1,280	(500)	(226)	1,306	(500)	580	1,332	(800)	1,112	1,359	(500)	1,971
• St Kilda Marina & Foreshore		662	(300)	(5,860)	678	(300)	(5,482)	693	(300)	(5,089)	709	(300)	(4,680)
Total Strategic Reserves		3,398	(1,800)	19,979	3,464	(800)	22,644	3,531	(1,100)	25,075	3,600	(800)	27,875
General Reserves													
• Internal Borrowing - Loan Repayment		200	-	62	200	-	262	150	-	412	-	-	412
• Internal Borrowing - Fishermans Bend Investments		158	-	34	158	-	192	158	-	350	158	-	508
• Internal Borrowing - Other		165	-	(587)	115	-	(472)	-	-	(472)	-	-	(472)
• Asset Renewal Fund and Risk	2	3,000	-	9,077	500	-	9,577	6,500	-	16,077	3,300	-	19,377
• Smart Technology Fund		1,400	-	(662)	1,400	-	738	661	-	1,399	-	-	1,399
• Municipal Growth Reserve (incl Fishermans Bend)	3	506	-	6,596	519	-	7,115	547	-	7,662	576	-	8,238
• Rates Cap Challenge	4	-	-	-	-	-	-	-	-	-	-	-	-
Total General Reserves		5,429	-	14,520	2,892	-	17,412	8,016	-	25,428	4,034	-	29,462
Total Non-Statutory Reserves		9,834	(2,799)	36,806	7,385	(1,821)	42,371	12,598	(2,143)	52,826	8,708	(1,866)	59,668
Total Cash-backed Reserves		15,728	(9,003)	80,675	13,266	(6,595)	87,346	18,484	(12,024)	93,806	14,599	(8,077)	100,329

Statement of human resources

	Budget		Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs - operating	94,365	99,126	101,056	103,872	106,870	110,142	113,631	117,441	120,974	124,714	128,576
Employee costs - capital	2,250	3,742	4,186	4,195	4,054	4,160	4,273	4,393	4,607	4,727	4,850
Total staff expenditure	96,615	102,868	105,242	108,067	110,924	114,302	117,904	121,834	125,581	129,441	133,427
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers											
Employees	826	847	846	839	835	839	843	847	852	857	861
Total staff numbers	826	847	846	839	835	839	843	847	852	857	861

	Budget		Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
City Growth & Development	25,158	25,707	26,351	27,036	27,746	28,491	29,286	30,132	30,942	31,775	32,630
Community Wellbeing and Inclusion	24,995	25,850	26,498	27,173	27,919	28,799	29,738	30,739	31,716	32,726	33,770
Customer Operations and Infrastructure	28,348	29,201	29,933	30,694	31,538	32,535	33,596	34,730	35,835	36,978	38,160
Governance and Organisational Capability	7,811	8,110	8,313	8,521	8,765	9,081	9,417	9,777	10,132	10,500	10,883
Total permanent operating staff expenditure	86,312	88,868	91,096	93,424	95,969	98,906	102,037	105,378	108,625	111,979	115,443
Casual labour and temporary employees	4,750	5,123	5,251	5,388	5,529	5,673	5,826	5,990	6,146	6,306	6,471
External contractors and other expenditure	3,303	5,135	4,709	5,059	5,373	5,563	5,767	6,073	6,203	6,428	6,663
Capital employee costs	2,250	3,742	4,186	4,195	4,054	4,160	4,273	4,393	4,607	4,727	4,850
Total staff expenditure	96,615	102,868	105,242	108,067	110,924	114,302	117,904	121,834	125,581	129,441	133,427

Staff Expenditure	Budget	Budget	Projections								
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
City Growth and Development											
Permanent Full Time	20,858	21,321	21,855	22,423	23,013	23,635	24,297	25,004	25,680	26,376	27,091
• Female	10,444	10,699	10,967	11,251	11,549	11,872	12,217	12,584	12,937	13,300	13,674
• Male	10,414	10,622	10,888	11,172	11,463	11,762	12,081	12,420	12,744	13,076	13,417
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	4,300	4,386	4,496	4,613	4,733	4,857	4,988	5,128	5,262	5,399	5,540
• Female	2,071	2,112	2,165	2,221	2,279	2,339	2,402	2,469	2,534	2,600	2,668
• Male	2,229	2,274	2,331	2,392	2,454	2,518	2,586	2,659	2,728	2,799	2,872
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total City Growth and Development	25,158	25,707	26,351	27,036	27,746	28,491	29,286	30,132	30,942	31,775	32,630
Community Wellbeing and Inclusion											
Permanent Full Time	14,926	15,580	15,971	16,371	16,836	17,427	18,057	18,731	19,395	20,083	20,798
• Female	11,015	11,591	11,882	12,175	12,531	13,009	13,521	14,067	14,609	15,173	15,759
• Male	3,911	3,989	4,089	4,196	4,305	4,417	4,537	4,664	4,786	4,910	5,038
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	10,069	10,270	10,527	10,802	11,083	11,372	11,680	12,008	12,321	12,642	12,972
• Female	8,196	8,360	8,570	8,793	9,022	9,257	9,508	9,775	10,030	10,291	10,559
• Male	1,873	1,910	1,958	2,009	2,061	2,115	2,172	2,233	2,291	2,351	2,413
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Community Wellbeing and Inclusion	24,995	25,850	26,498	27,173	27,919	28,799	29,738	30,739	31,716	32,726	33,770
Customer Operations and Infrastructure											
Permanent Full Time	26,800	27,622	28,314	29,034	29,834	30,786	31,801	32,883	33,941	35,034	36,166
• Female	10,020	10,322	10,581	10,857	11,140	11,430	11,739	12,069	12,384	12,706	13,038
• Male	16,781	17,300	17,734	18,177	18,695	19,356	20,061	20,814	21,557	22,328	23,128
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	1,548	1,579	1,619	1,661	1,704	1,748	1,796	1,846	1,894	1,944	1,994
• Female	1,354	1,381	1,416	1,453	1,490	1,529	1,571	1,615	1,657	1,700	1,744
• Male	194	198	203	208	214	219	225	232	238	244	250
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Customer Operations and Infrastructure	28,348	29,201	29,933	30,694	31,538	32,535	33,596	34,730	35,835	36,978	38,160

	Budget		Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Governance and Organisational Capability											
Permanent Full Time	6,623	6,898	7,071	7,246	7,457	7,739	8,039	8,360	8,678	9,008	9,352
• Female	4,125	4,309	4,417	4,532	4,650	4,772	4,901	5,038	5,170	5,304	5,443
• Male	2,498	2,589	2,654	2,714	2,807	2,967	3,138	3,321	3,508	3,703	3,909
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	1,188	1,212	1,242	1,275	1,308	1,342	1,378	1,417	1,454	1,492	1,531
• Female	1,026	1,047	1,073	1,101	1,130	1,159	1,191	1,224	1,256	1,289	1,322
• Male	162	165	169	174	178	183	188	193	198	203	208
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Governance and Organisational Capability	7,811	8,110	8,313	8,521	8,765	9,081	9,417	9,777	10,132	10,500	10,883
Casual, temporary employees and other costs	8,053	10,258	9,960	10,448	10,901	11,236	11,594	12,064	12,349	12,735	13,134
Capital Employees	2,250	3,742	4,186	4,195	4,054	4,160	4,273	4,393	4,607	4,727	4,850
Total staff expenditure	96,615	102,868	105,242	108,067	110,924	114,302	117,904	121,834	125,581	129,441	133,427

	Budget	Budget	Projections								
	2021/22	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE
City Growth & Development											
Permanent Full Time	177.4	177.9	177.9	177.9	177.9	178.1	178.3	178.5	178.8	179.0	179.2
• Female	90.0	90.5	90.5	90.5	90.5	90.7	90.9	91.1	91.4	91.6	91.8
• Male	87.4	87.4	87.4	87.4	87.4	87.4	87.4	87.4	87.4	87.4	87.4
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5
• Female	19.1	19.1	19.1	19.1	19.1	19.1	19.1	19.1	19.1	19.1	19.1
• Male	20.4	20.4	20.4	20.4	20.4	20.4	20.4	20.4	20.4	20.4	20.4
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total City Growth & Development	216.9	217.4	217.4	217.4	217.4	217.6	217.8	218.0	218.3	218.5	218.7
Community Wellbeing and Inclusion											
Permanent Full Time	136.9	141.4	141.4	141.2	141.6	143.0	144.4	145.9	147.4	148.9	150.4
• Female	104.9	109.4	109.4	109.2	109.6	111.0	112.4	113.9	115.4	116.9	118.4
• Male	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	111.0	111.0	110.4	110.4	110.4	110.4	110.4	110.4	110.4	110.4	110.4
• Female	87.7	87.7	87.1	87.1	87.1	87.1	87.1	87.1	87.1	87.1	87.1
• Male	23.3	23.3	23.3	23.3	23.3	23.3	23.3	23.3	23.3	23.3	23.3
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Community Wellbeing and Inclusion	247.9	252.4	251.8	251.6	252.0	253.4	254.8	256.3	257.8	259.3	260.8
Customer Operations and Infrastructure											
Permanent Full Time	232.1	234.9	234.9	234.7	235.1	236.7	238.3	240.0	241.7	243.4	245.2
• Female	80.7	81.7	81.7	81.7	81.7	81.7	81.7	81.7	81.7	81.7	81.7
• Male	151.4	153.2	153.2	153.0	153.4	155.0	156.6	158.3	160.0	161.7	163.5
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	14.2	14.2	14.2	14.2	14.2	14.2	14.2	14.2	14.2	14.2	14.2
• Female	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2
• Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Customer Operations and Infrastructure	246.3	249.1	249.1	248.9	249.3	250.9	252.5	254.2	255.9	257.6	259.4

	Budget	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Governance and Organisational Capability											
Permanent Full Time	45.6	47.0	47.0	46.9	47.1	47.9	48.7	49.6	50.4	51.3	52.1
• Female	31.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0
• Male	14.6	15.0	15.0	14.9	15.1	15.9	16.7	17.6	18.4	19.3	20.1
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6
• Female	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6
• Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Governance and Organisational Capability	55.2	56.6	56.6	56.5	56.7	57.5	58.3	59.2	60.0	60.9	61.7
Casual and temporary employees	32.4	35.7	31.7	26.8	25.9	25.9	25.9	25.9	25.9	25.9	25.9
Capital Employees	27.2	35.5	39.0	38.0	33.7	33.7	33.7	33.7	34.5	34.5	34.5
Total staff numbers	825.9	846.7	845.6	839.3	835.1	839.0	843.1	847.2	852.3	856.6	861.0

Council Plan – Volume 2

Operating grants

Operating Grant Funding Types and Source	Budget 2021/22	Forecast 2021/22	Budget 2022/23	Change	
	\$'000	\$'000	\$'000	\$'000	%
Recurrent - Australian Government					
Victoria Grants Commission	2,854	3,928	647	(3,281)	(84%)
Recreation	30	30	30	0	0%
Community Health	627	1,067	660	(407)	(38%)
General home care	2,428	3,277	2,617	(660)	(20%)
Immunisation	13	13	11	(2)	(14%)
Recurrent - Victorian Government					
Community Health	103	163	92	(71)	(44%)
Family and Children	790	877	869	(9)	(1%)
General home care	628	608	619	11	2%
Immunisation	56	56	48	(9)	(16%)
Libraries	728	755	755	0	0%
Maternal & Child Health	980	950	943	(7)	(1%)
Other	492	0	0	0	0%
Recreation	50	50	50	0	0%
School crossing supervisors	157	167	157	(10)	(6%)
Street & Beach Cleaning	230	230	240	10	4%
Total recurrent grants	10,167	9,747	7,737	(2,010)	(21%)
Non-recurrent - Australian Government					
Family and Children	24	36	17	(19)	(52%)
General home care	536	494	462	(33)	(7%)
Non-recurrent - Victorian Government					
Recreation	0	740	0	(740)	(100%)
Community Health	79	69	0	(69)	(100%)
Family and Children	0	38	22	(16)	(42%)
Other	0	2,163	0	(2,163)	(100%)
Sustainability	103	0	0	0	0%
Transport	0	1,822	690	(1,132)	(62%)
Total non-recurrent grants	741	5,363	1,191	(4,172)	(978%)
Total operating grants	10,908	17,533	8,928	(8,605)	(49%)

Capital grants

Capital Grant Funding Types and Source	Budget 2021/22 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000
<i>Recurrent - Australian Government</i>				
Roads	300	300	300	0
<i>Recurrent - Victorian Government</i>				
	0	0	0	0
Total recurrent grants	300	300	300	0
<i>Non-recurrent - Australian Government</i>				
Buildings	420	225	0	(225)
Parks, Open Space and Streetscape	2,049	1,151	0	(1,151)
Roads	252	0	173	173
Footpaths and Cycleways	581	271	550	279
Drainage	240	68	0	(68)
Other Infrastructure	0	0	0	0
<i>Non-recurrent - Victorian Government</i>				
Parks, Open Space and Streetscape	708	295	1,676	1381
Footpaths and Cycleways	575	378	1,039	661
Other Infrastructure	0	0	130	130
Buildings	0	2,660	1,700	(960)
Drainage	0	0	0	0
Roads	0	292	132	(160)
Total non-recurrent grants	4,825	5,340	5,400	59
Total capital grants	5,125	5,640	5,700	59

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Statement of borrowings

Loans	Forecast 2021/22 \$'000	Budget 2022/23 \$'000
Total amount to be borrowed as at 30 June of prior year	7,500	0
Total amount to be borrowed	0	0
Total amount projected to be redeemed	(7,500)	0
Total amount proposed to be borrowed as at 30 June	0	0

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

Council Property Leases

Council gives notice of its intention to lease the following properties on the terms listed below pursuant to section 115 of the Act to be disclosed in the Budget 2022/23.

Property Address	Permitted Use	Commencing Rent (Excl. GST)	Lease Term
85 Liardet St. Port Melbourne	Children Services	\$104.00	Up to 5 years
5 Carter Street, Albert Park	Children Services	\$104.00	Up to 5 years
18 Poets Grove, Elwood	Children Services	\$104.00	Up to 5 years
404-412 Clarendon St, South Melbourne	Children Services	\$104.00	Up to 5 years
17 Eildon Road St Kilda Road	Children Service	\$104.00	Up to 5 years
39 The Avenue Balaclava	Children Service	\$104.00	Up to 5 years
46 Tennyson Street Elwood	Children Services	\$104.00	Up to 5 years
18 Dundas Place, Albert Park	Children Services	\$104.00	Up to 5 years
2 Batman Avenue, Port Melbourne	Children Services	\$104.00	Up to 5 years
254-256 Richardson Street, Middle Park	Children Services	\$104.00	Up to 5 years
97 Eastern Road, South Melbourne	Children Services	\$104.00	Up to 5 years
Spring Street West 130, Port Melbourne	Bowling Club	\$5066.00	Up to 5 years
83 Swallow Street Port Melbourne	Tennis Club	\$104.00	Up to 5 years

Rates and charges

This section presents information which the Act and regulations require to be disclosed in the Council's annual budget. The Valuer General Victoria has not yet certified our 2022 property valuation data, therefore the following information is provisional and is subject to change.

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

Rating context

In developing the Strategic Resource Plan, rates and charges are identified as the main source of revenue, accounting for more than 56 per cent of the total revenue received by Council annually. Planning for future rate increases has historically been an important component of the Strategic Resource Planning process. The Victorian Government has introduced the *Fair Go Rates System* (FGRS), which sets out the maximum amount councils may increase rates in a year. For 2022/23 the FGRS cap has been set at 1.75 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of a council's average rates and charges.

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

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

The community's expectation for better value in Council service delivery has been reflected in Council's decision-making. Council has recently launched a number of initiatives to ensure that its services are delivered in the most efficient and effective manner possible. These initiatives include a successful drive for efficiency savings, resulting in operational savings of \$2.9 million in 2021/22 including \$1.5 million permanent efficiencies and \$1.4 million one-off portfolio savings. This is in addition to the \$2.3 million in Budget 2022/23. These initiatives have been supported by improved capability in Council planning, process improvement and project management.

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To achieve Council's objectives while maintaining services levels and a strong capital expenditure program, the average general rate will increase by 1.75 per cent in line with the rate cap. This will raise \$139.7 million in total rates and charges for 2022/23, including supplementary rates of \$0.45 million.

Current year rates and charges

At the 8 December 2021 meeting, Council agreed not to apply to the Essential Services Commission for a variation to the rates cap in 2022/23 in line with Council's financial strategy. Council noted the approach to meeting the significant challenge of rate capping, more specifically identifying:

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

These measures have enabled Council to maintain service levels and a strong capital expenditure program and limit the rate increase to 1.75 per cent in 2022/23, in line with the rates cap set by the Victorian Government.

This table sets out future proposed increases in rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2022.

Proposed rates increase	F2021/22	B2022/23	2023/24	2024/25	2025/26
General Rate increase %	1.5%	1.75%	2.2%	2.3%	2.3%
Waste Charges %	1.5%	1.75%	6.4%	10.4%	2.9%
Total Rates and Charges raised (\$,000)	135,848	139,660	143,772	148,692	152,743

Rates and charges

Rating structure

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

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

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

It is proposed that Port Phillip's rating system will change in the draft Rating Strategy and Budget 2022/23. This includes:

- Using Capital Improved Value (CIV) as the base for rates allocation.
- Differential Rates will be set at property class: Residential, Commercial and Industrial. This enables Council to address issues with rates shift between classes as part of the annual budget process.
- Rate concessions for recreational land in accordance with the Cultural and Recreational Lands Act 1963, provision is made for a Council to grant a rating concession to any 'recreational lands' that meet the test of being rateable land under this Act. There are 27 recreational properties in Port Phillip that are rated under this Act.
- Waste Charges are to recover the cost of private benefits/direct waste services such as kerbside waste collections, hard waste collection, communal FOGO and glass recycling, and the Resource Recovery Centre operations.

Rates in 2022/23

This table summarises the rates to be determined for the 2022/23 year. A more detailed analysis of the rates to be raised is contained in the 'Declaration of Rates and Charges' section.

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

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

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Type or class of land	How applied	2021/22	2022/23	Change
General rates (Uniform rates)	Per \$ NAV	0.038181	NA	-
Residential properties rate in the dollar	Per \$ CIV	-	0.001625	-
Commercial properties rate in the dollar	Per \$ CIV	-	0.002062	-
Industrial properties rate in the dollar	Per \$ CIV	-	0.002073	-
Municipal charge	\$/ property	Nil	Nil	Nil
Default waste charge	\$/ property	-	176.20	100%
Kerbside FOGO charge	\$/ property	-	88.10	100%
Annual garbage charge - non-rateable properties	\$/ property	\$362	\$402	11%
240 litre bin - annual service charge	\$/ property	\$201	\$221	10%

Declaration of rates and charges 2022/23

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

Type of Charge	2021/22 (\$)	2022/23 (\$)	Change (\$)	Change (%)
General rates	135,380,630	125,688,871	(9,691,759)	(7.2%)
Municipal charge	0	0	0	0.0%
Waste charges	398,840	13,714,482	13,315,642	3,338.6%
Supplementary rates and charges	1,100,000	449,000	(651,000)	(59.2%)
Rate rebates and adjustments (including penalty interest)	(1,201,455)	(360,000)	841,455	(70.0%)
Cultural and recreational Charges	169,653	168,165	(1,488)	(0.9%)
Rates and charges	135,847,668	139,660,518	3,812,850	2.8%

The Differential rate in the dollar to be levied as general rates under section 158 of the Local Government Act 1989 for all type or class of land compared with the previous financial year. Refer to Differential Rates section for further information.

Type or class of land	2021/22	2022/23	Change
	Per \$ NAV	Per \$ CIV	(%)
General rate for rateable properties	0.038181	NA	-
General rate for rateable residential properties	-	0.001625	-
General rate for rateable commercial properties	-	0.002062	-
General rate for rateable industrial properties	-	0.002073	-

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

Type or class of land	2021/22 (\$)	2022/23 (\$)	Change (\$)	Change (%)
Residential	110,992,123	102,593,720	(8,398,403)	(7.6%)
Commercial	19,633,231	18,469,674	(1,163,557)	(5.9%)
Industrial	4,754,873	4,625,477	(129,396)	(2.7%)
Total amount to be raised by general rates	135,380,227	125,688,871	(9,691,356)	(7.2%)



The basis of valuation to be used is the Capital Improved Value (CIV).

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

Type or class of land	2021/22 (\$ NAV)	2022/23 (\$ CIV)	Change (\$)	Change (%)
Residential	2,906,998,850	63,525,523,000	60,618,524,150	2,085.3%
Commercial	514,214,700	8,957,165,000	8,442,950,300	1,641.9%
Industrial	124,535,050	2,231,296,000	2,106,760,950	1,691.7%
Total value of land	3,545,748,600	74,713,984,000	71,168,235,400	2,007.1%

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

Type or class of land	2021/22 (number)	2022/23 (number)	Change (number)	Change (%)
Residential	66,632	67,250	618	0.9%
Commercial	6,863	6,830	(33)	(0.5%)
Industrial	964	964	0	0.0%
Total number of assessments	74,459	75,044	585	0.8%

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

Type of Charge	Per Rateable Property 2021/22 (\$)	Per Rateable Property 2022/23 (\$)	Change (\$)	Change (%)
Municipal	0	0	0	0.00%

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

Type of Charge	2021/22 (\$)	2022/23 (\$)	Change (\$)	Change (%)
Municipal	0	0	0	0.0%

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

Type of Charge	Per Rateable Property 2021/22 (\$)	Per Rateable Property 2022/23 (\$)	Change (\$)	Change (%)
Default waste charge for rateable properties	NA	176.20	176.20	0.0%
Kerbside FOGO collection charge	NA	88.10	88.10	0.0%
Annual garbage charge for non-rateable tenements	362.00	402.00	40.00	11.0%
240 litre waste bin service charge	201.00	221.00	20.00	10.0%
80 litre waste bin rebate	(60.00)	(70.00)	(10.00)	16.7%
Private waste collection rebate	NA	(60.00)	(60.00)	0.0%
Residential one-occupancy waste rebate (residential car park space and/or storage area)	NA	(176.20)	(176.20)	0.0%
Commercial one-occupancy waste rebate (car park space)	NA	(158.50)	(158.50)	0.0%

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

Type of Charge	Per Rateable Property 2021/22 (\$)	Per Rateable Property 2022/23 (\$)	Change (\$)	Change (%)
Default waste charge for rateable properties	0	13,328,825	13,328,825	0.0%
Kerbside FOGO collection charge	0	1,339,120	1,339,120	0.0%
Annual garbage charge for non-rateable tenements	32,580	36,180	3,600	11.0%
240 litre waste bin service charge	521,420	518,687	(2,733)	(0.5%)
80 litre waste bin rebate	(155,160)	(181,020)	(25,860)	(16.7%)
Private waste collection rebate	0	(420,000)	(420,000)	0.0%
Residential one-occupancy waste rebate (residential car park space and/or storage area)	0	(669,560)	(669,560)	0.0%
Commercial one-occupancy waste rebate (car park space)	0	(237,750)	(237,750)	0.0%
Total Waste Charges	398,840	13,714,482	13,315,642	3,338.6%

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Significant changes that may affect the estimated amounts to be raised by rates and charges.

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

- The making of supplementary valuations (2022/23: budgeted \$0.45 million and 2021/22: estimated \$1.1 million)
- The variation of returned levels of value (e.g. valuation appeals).
- Changes of use of land such that rateable land becomes non-rateable land and vice versa.
- Changes of use of land such that residential land becomes business land and vice versa.

Fair Go Rates System Compliance

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

Fair Go Rates System Compliance parameters	2021/22	2022/23
Total raised income based on 30 June valuation	\$133,398,386	\$137,011,586
Number of assessments	74,459	75,044
Base average rates	\$1,791.56	\$1,825.74
Maximum rate increase (set by the Victorian Government)	1.50%	1.75%
Capped average rate	\$1,818.43	\$1,857.69
Maximum general rates and municipal charges revenue	\$135,398,479	\$139,408,488
Less waste charge separated from general rates	\$0	(\$13,714,482)
Maximum general rates and municipal charges revenue adjusted for waste charges separated from general rates	\$135,398,479	\$125,694,006
Budgeted general rates and municipal charges revenue	\$135,380,227	\$125,688,871

Differential Rates

General Rates are to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.1615% (0.001615 per dollar of CIV) for all rateable residential land.
- A general rate of 0.2062% (0.002062 per dollar of CIV) for all rateable commercial land.
- A general rate of 0.2073% (0.002073 per dollar of CIV) for all rateable industrial land.

For the purposes of identifying the types/classes of land applicable to each rate, the properties are grouped in accordance with the Australian Valuation Property Classification Code (AVPCC) Categories, as adopted by the Valuer-General Victoria (VGV) for the 2022 General Valuation.

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

Commercial Land

Definitions/characteristics:

Commercial land is any land:

- Which is used primarily for retail, office, business, entertainment and community uses or
- Which is primarily for other commercial purposes;

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets

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- Development and provision of health, environment, conservation, and community services
- Provision of strategic, statutory and general support services
- Promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.

Type and Class:

The types and classes of rateable land withing this differential rate are those having the relevant characteristics described above.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2021/22 financial year.

Industrial Land

Definitions/characteristics:

Industrial land is any land:

- On which a building is erected, or the site is adapted for occupation and is used for industrial purpose such as manufacturing industry, the storage and distribution of goods;
- Located in an industrial zone or other area in the Municipality;

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health, environment, conservation, and community services
- Provision of strategic, statutory and general support services
- Promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.

Type and Class:

The types and classes of rateable land withing this differential rate are those having the relevant characteristics described above.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2021/22 financial year.

Residential Land

Definitions/characteristics:

Residential land is any land:

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- On which a building is erected, or the site is approved for occupation by the issue of an occupancy certificate from Council and the site is available or used for residential purpose;
- The primary use of which is residential; or
- Which is unoccupied and falls under residential zones under the Port Phillip Planning Scheme.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health, environment, conservation, and community services
- Provision of strategic, statutory and general support services
- Promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.

Type and Class:

The types and classes of rateable land withing this differential rate are those having the relevant characteristics described above.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2021/22 financial year.

Fees and Charges

Ensuring we recover costs through fair and appropriate user charges

In most cases, our fees and charges for 2022/23 are proposed to increase by 2 to 2.75 per cent. This approach is consistent with our financial strategy and community feedback, which supported increasing user charges for some services. There will be variances where minor rounding equates to larger or smaller percentages.

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

- Paid parking at St Kilda Road - South of St Kilda Junction (commercial / retail) - per day fee increased above CPI following benchmarking with other areas. Fee based on hourly rate of \$1.00 per hour (10 hr parking).

Some fees were kept to 2021/22 levels and/or reduced to incentivise greater community usage. These include:

- Food Services meals to optimise take up of services
- Libraries charges were retained to encourage demand for services in a COVID-19 recovery context
- St Kilda Esplanade Market fees - no significant increase in fees is proposed in 2022/23 due to long-term impacts on the market caused by the COVID-19 pandemic and to assist with the recovery and incentive to traders
- Recreation activity fees have been adopted as per DELWP rates
- Part-year waiver of footpath trading permits to assist local traders recovering from economic impacts of COVID-19, including revitalisation rates for high vacancy areas.

There are some new fees in 2022/23 to help manage demand and prevent cross-subsidisation of services by ratepayers:

- Parklet Fees - introduction of new fees as part of Council's revitalisation program across the municipality (implemented from 1 January 2023).

Statutory fees (marked with *) may change during the financial year in accordance with updated Victorian Government legislation and regulation. The following are statutory fees that will be enforced from 2022/23:

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- Roads Management Infringement Fees (Statutory Fees) for penalties for road works conducted without prior consent.

The complete schedule of proposed fees and charges for 2022/23 is as follows.

Inclusive Port Phillip

Ageing and accessibility

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Planned activity groups		
Planned Activity group - package (quarter day)	\$23.90	\$24.50
Planned Activity group - quarter day activities for older people and people with disabilities	\$6.20	\$6.40
Planned Activity group - half day activities for older people and people with disabilities - this includes water leisure activities	\$10.60	\$10.80
Planned Activity group - full day activities for older people and people with disabilities	\$16.60	\$17.00
Shopping Group (4-hour program)	\$6.20	\$6.40
Cooking Group (3-hour program)	\$6.20	\$6.40
Personal, respite and home care (per hour)		
Property Maintenance - Base Fee	\$13.00	\$13.20
Property Maintenance - Maximum Fee	\$54.60	\$56.00
Property Maintenance - Medium Fee	\$20.60	\$21.00
Respite Care - Base Fee	\$5.20	\$5.20
Respite Care - Maximum Fee	\$40.20	\$41.20
Respite Care - Medium Fee	\$8.40	\$8.40
Respite Care - Package	\$57.20	\$58.60
Home Care - Base Fee	\$8.60	\$8.80
Home Care - Medium Fee	\$20.60	\$21.20
Home Care - Maximum Fee	\$48.00	\$49.20
Home Care - Package	\$57.20	\$58.60
Personal Care - Base Fee	\$6.80	\$7.00
Personal Care - Maximum Fee	\$44.00	\$45.20
Personal Care - Medium Fee	\$16.20	\$16.60
Personal Care - Package	\$57.20	\$58.60
Food Services		
Food Services meal - High	\$21.80	\$21.80
Food Services meal - Medium	\$9.80	\$9.80

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Food Services meal - Base	\$9.80	\$9.80
Packaged Meals	\$11.40	\$11.40
Packaged Meals - meal only (itemised fees)	\$7.80	\$7.80
Centre-based meal - 2 courses	\$5.80	\$5.80
Centre-based meal - 3 courses	\$7.40	\$7.40

Children

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Long Day Care		
Infrastructure levy per place per day (Community managed centres)	\$5.03	\$5.12
Maintenance levy per place per day (Community managed centres)	\$5.39	\$5.48
Long Day Care daily fee	\$137.00	\$140.50
Long Day Care daily fee - Barring Djinang non-resident	\$143.80	\$143.80
Direct Debit/Credit decline fee	\$10.40	\$10.40

Community programs and facilities

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Community connect – community facilities		
Community groups Type 1 Based within CoPP (hr)	\$13.00	\$13.50
Community groups Type 2 operate from outside CoPP (hr)	\$19.50	\$20.00
Private Hire (hr)	\$64.00	\$65.00
Semi-Commercial Hirers (hr)	\$46.00	\$47.00
Security Bond - Meeting Room Booking Only	\$100.00	\$100.00
Security Bond - Specific	\$500.00	\$500.00
Security Bond - Standard	\$100.00	\$100.00
Community programs		
Attendance at Parent Information Sessions	\$5.00	\$5.00

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Community Group hire of basketball court, per hour - South Melbourne Primary School	\$19.50	\$20.00
Port Phillip Community Group hire of basketball court, per hour - South Melbourne Primary School	\$13.00	\$13.50
Semi-commercial hire of basketball court per hour - South Melbourne Primary School	\$46.00	\$47.00
Community transport bus hire		
Cleaning charge on hire buses	\$57.30	\$58.80

Families and young people

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Hire fees for St Kilda Adventure Playground		
Party Hire: Non-resident	\$210.00	\$210.00
Party Hire: Non-resident concession	\$110.00	\$110.00
Party Hire: Program member	\$25.00	\$25.00
Party Hire: Resident	\$125.00	\$125.00
Party Hire: Resident concession	\$50.00	\$50.00

Recreation

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Commercial Recreation Activities – New Licences and Permits (Statutory Fees)		
All activities: Participant Fee Adult	\$2.40	\$2.40
All activities: Participant Fee Child	\$1.60	\$1.60
Beach and water activities: Annual Licence Fee	\$320.00	\$328.00
Beach-based activities: Annual Licence Fee	\$320.00	\$328.00
Kite boarding: Annual Licence Fee	\$2,125.00	\$2,180.00
Launch of craft only: Annual Licence Fee	\$605.00	\$621.00
Personal Training (1 to 15 participants): Annual Licence Fee	\$312.00	\$312.00
Skydiving: Annual Licence Fee	\$181,600.00	\$186,000.00
Public Liability Insurance	\$31.00	\$31.00

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Sports Ground and Facilities Bookings		
Casual use - Refundable Security Bond	\$508.00	\$521.00
North Port Oval casual hire	\$534.00	\$548.00
Pavilion hire casual - JL Murphy, Peanut Farm and Elwood Pavilion (corporate groups)	\$387.00	\$397.00
Pavilion hire casual (community & school groups)	\$104.00	\$106.00
Pavilion hire casual (corporate groups)	\$193.00	\$198.00
Sports club use - Refundable Security Bond	\$508.00	\$521.00
Sports ground casual booking (all schools per term)	\$66.00	\$66.00
Sports ground casual booking (community per day)	\$142.00	\$145.00
Sports ground casual booking (corporate per day)	\$209.00	\$214.00

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Liveable Port Phillip

City Planning and urban design

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Strategic Planning Amendments		
Stage 1 - a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment	\$3,096.20	\$3,149.74
Stage 2 - 11 to (and including) 20 submissions which seek a change to an amendment: e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)	\$30,661.20	\$31,191.60
Stage 2 - Submissions that exceed 20 submissions which seek a change to an amendment: e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)	\$40,986.80	\$41,695.83

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Stage 2 - Up to and including 10 submissions which seek a change to an amendment e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)	\$15,345.60	\$15,611.09
Stage 3 - a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	\$488.50	\$496.93

Development approvals and compliance

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
City Permits - community amenity		
Works zone - application fee	\$115.50	\$116.00
Works zone permit for three or less months: Parking in front of construction site for workers' private vehicles for three months or less. Up to four bays or the width of the site (whichever is the lesser)	\$1,410.00	\$1,430.00
Works zone permit for six months: Parking in front of construction site for workers' private vehicles for six months.	\$2,820.00	\$2,880.00

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Up to four bays or the width of the site (whichever is the lesser)		
Works zone permit for nine months: Parking in front of construction site for workers' private vehicles for nine months. Up to four bays or the width of the site (whichever is the lesser)	\$4,230.00	\$4,320.00
Works zone permit for 12 months: Parking in front of construction site for workers' private vehicles for twelve months. Up to four bays or the width of the site (whichever is the lesser)	\$5,640.00	\$5,750.00
Works zone permit extensions, per month: An extension to the permit allowing parking in front of construction site for workers' private vehicles	\$470.00	\$480.00
Works zone permit (additional parking bays, in excess of four). Additional parking bays for workers' private vehicles in front of a construction site	\$281.00	\$290.00
Works zone signage replacement if damaged, lost or stolen	\$421.35	\$430.00
Advertising signs (Real Estate Agents) application fee. Application fee to place sign on footpath during open for inspection and auctions	\$111.50	\$114.00
Advertising signs (Real Estate Agents) permit fee. Annual permit fee to place sign on footpath during open for inspection and auctions	\$728.50	\$745.00
Charity bins application fee for permit to place a charity clothing bin on council land	\$161.50	\$165.00
Charity bins permit fee to place a charity clothing bin on council land	\$104.00	\$106.00
Charity bins permit renewal fee	\$111.50	\$114.00
Commercial Waste Bins - 120 litre bin	\$72.00	\$73.50
Commercial Waste Bins - 240 litre bin	\$103.50	\$105.00
Commercial Waste Bins - up to 1200 litres	\$414.00	\$422.00

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Commercial Waste Bins application fee to apply for permit to store waste bins for commercial premises on council land e.g. for cafes (not skip bins)	\$111.50	\$114.00
Commercial Waste Bins permit fee to store waste bins for commercial premises on council land e.g. for cafes (not skip bins)	\$111.50	\$114.00
Non-motorised trading permit fee (including pedicabs and horse-drawn carts)	\$2,590.00	\$2640.00
Out of Hours Permit - application fee for development work undertaken outside approved hours under the Local Law: 7am-6pm Monday to Friday, 9am-3pm Saturday. No works on Sunday or public holidays.	\$111.50	\$114.00
Out of Hours Permit - permit fee per day for development work undertaken outside approved hours under the Local Law: 7am-6pm Monday to Friday, 9am-3pm Saturday. No works on Sunday or public holidays.	\$406.00	\$414.00
Road Opening Permit - application fee to excavate council land for the purposes of water, electricity, telecommunications etc. Under legislation, service authorities are not required to obtain permits.	\$111.50	\$114.00
Road Opening Permit - permit fee to excavate council land for the purposes of water, electricity, telecommunications etc. Under legislation, service authorities are not required to obtain permits.	\$123.00	\$125.00
Vehicle Crossing Permanent - application fee for permit to construct or repair a private driveway to Council specifications	\$260.00	\$265.00
Vehicle Crossing Permanent - permit fee to construct or repair a private driveway to council specifications (paid once assessment of application determines that a permit is okay to be issued)	\$182.00	\$185.00

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Vehicle Crossing Temporary - application fee for permit to construct or repair a private driveway to Council specifications	\$161.50	\$165.00
Vehicle Crossing Temporary - permit fee to construct or repair a private driveway to council specifications (paid once assessment of application determines that a permit is okay to be issued)	\$182.00	\$185.00
Minimum bond for vehicle crossings and road opening permits	\$1,600.00	\$1600.00
Street Occupation fee without gantry per square metre per day	\$2.55	\$2.60
Street Occupation permit fee without per square metre per week	\$17.85	\$18.20
Street Occupation permit fee with gantry per square metre per day	\$1.55	\$1.60
Street Occupation permit fee with gantry per square metre per week	\$10.85	\$11.20
Street Occupation Permits - application fee to apply for a permit to occupy Council land for works or storage of associated building materials	\$111.50	\$114.00
Street Occupation Permits - permit fee to occupy Council land for works or storage of associated building materials	\$134.00	\$136.00
Road Closure Permit - application fee for permit to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval	\$111.50	\$114.00
Road Closure Permit - fee per day with road opening to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval	\$140.00	\$142.00
Road Closure Permit - fee per day for other closures	\$233.50	\$238.00
Road Closure Permit - if metered / restricted parking - per bay/ per day	\$20.00	\$21.00
Skip Bin Permit - application fee to apply for a permit to store a refuse/skip bin on Council land.	\$29.15	\$30.00

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Skip Bin Permit - per day for permit to store a refuse/skip bin on Council land	\$20.30	\$21.00
Asset protection application and inspection fee for re-blocking or underpinning	\$244.50	\$250.00
Asset protection application and inspection fee for demolition only (does not include any building works)	\$244.50	\$250.00
Asset protection application and inspection fee for building works valued between \$5,000 and \$20,000	\$342.50	\$350.00
Asset protection application and inspection fee for buildings works over \$20,000	\$342.50	\$350.00
Asset protection application and inspection fee for single dwelling construction	\$857.50	\$875.00
Asset protection application and inspection fee for unit development - up to four units	\$1,029.00	\$1,050.00
Asset protection application and inspection fee for unit development - more than four units up to eight units	\$2,276.50	\$2,325.00
Asset protection application and inspection fee for multi-storey development more than two and up to five storeys	\$2,276.50	\$2,235.00
Asset protection application and inspection fee for multi-storey development more than five storeys	\$3,429.00	\$3,500.00
Significant tree - Application fee to remove		
Significant tree - Application fee to remove	\$183.00	\$187.00
Significant tree - Application fee to prune		
Significant tree - Application fee to prune	\$72.00	\$74.00
Significant tree - Permit fee		
Significant tree - Permit fee	\$72.00	\$74.00
Work within the Road Reserve Consent		
Municipal road or non-arterial State road where maximum speed limit at any time is not more than 50 kph:		
Code 0	\$339.50	\$346.00
Code 1	\$85.30	\$87.00
Municipal road or non-arterial State road where maximum speed limit at any time is more than 50 kph:		
Code 2	\$622.80	\$635.00

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Code 3	\$339.60	\$346.00
Building control fees		
Advertising - Report and Consent	\$69.00	\$70.00
Application fee to retain works constructed without a building permit - minimum fee depending on complexity but generally in line with standard building permit fees as a guide	\$640.00	\$653.00
Building Audit/inspection fee	\$187.00	\$190.00
Legal Point of Discharge - for stormwater and provide information for the Building Surveyor	\$146.85	\$149.40
Property enquiry - R51(3) (prev. 326/3) - to obtain inspecting approval dates ordinarily sought by an owner or mortgagee	\$47.95	\$48.80
Property enquiry R51(1) (prev. Form 2.10, 326/1) - to obtain property information relating to building permits and notices & orders outstanding ordinarily sought by solicitors	\$47.95	\$48.80
Property enquiry R51(1) (prev. Form 2.10, 326/1) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	\$87.95	\$88.80
Flood level certificate R51(2) (prev. 326/2) - to obtain property information relating to flooding	\$47.95	\$48.80
Flood level certificate R51(2) (prev. 326/2) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	\$87.95	\$88.80
Lodgement fee from Private Building Surveyors - commercial - associated with lodgement of building permit for commercial properties ordinarily lodged by the private building surveyor	\$123.70	\$124.00
Building control fees - lodgement fee from Private Building Surveyors - residential - associated with lodgement of building permit for commercial properties ordinarily lodged by the private building surveyor	\$123.70	\$124.00

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Govt building levy (calculated as percent of value of work). Fee associated with building permits and paid to the Victorian Building Authority as a levy	0.128 % and 0.034 %	0.128% and 0.034%
Report and Consent Fee - Rescode - associated with siting non-compliance in relation to building permits	\$294.70	\$295.80
Report and Consent Fee - Hoarding - associated with precautions over the street alignment in relation to permits (hoarding, scaffold etc.)	\$294.70	\$299.85
Report ONLY - Rescode and Hoarding - associated with precautions over the street alignment in relation to permits (hoarding, scaffold etc.)	\$562.00	\$577.50
POPE - Place of public entertainment - Small (up to 2000 people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$832.00	\$855.00
POPE - Place of public entertainment - Medium (2001- 5000 people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$1,529.00	\$1,570.00
POPE - Place of public entertainment - Large (5001 plus people) Applications lodged within 10 days of an event will incur a 50% surcharge	\$2,299.00	\$2,360.00
Siting Approval - 1 Structure - Applications lodged within 10 days of an event will incur a 50% surcharge	\$384.00	\$395.00
Siting Approval - Between 2 and 5 Structures - Applications lodged within 10 days of an event will incur a 50% surcharge	\$601.00	\$620.00
Siting Approval - Greater than 5 Structures - Applications lodged within 10 days of an event will incur a 50% surcharge	\$1,098.00	\$1,128.00
Fire Safety Determination - Small Building - associated with inspection of smaller buildings to provide assessment of fire safety	\$607.00	\$617.00

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Fire Safety Determination - Medium Building - associated with inspection of medium buildings to provide assessment of fire safety	\$1,816.00	\$1,865.00
Fire Safety Determination - Large Building - associated with inspection of large buildings to provide assessment of fire safety	\$3,028.00	\$3,110.00
Building permits		
Alterations and additions to a dwelling < \$100,000	\$1,488.00	\$1,528.00
Alterations and additions to a dwelling > \$300,000	\$2,480.00	\$2,548.00
Alterations and additions to a dwelling \$100,000-\$200,000	\$1,735.00	\$1,782.00
Alterations and additions to a dwelling \$200,000-\$300,000	\$2,071.00	\$2,127.00
Amendment to building permits issued	\$580.00	\$595.00
Carports/garages <\$20,000	\$994.00	\$1,020.00
Carports/garages >\$20,000	\$1,241.00	\$1,275.00
Demolish attached dwelling	\$1,491.00	\$1,532.00
Demolish detached dwelling	\$1,238.00	\$1,272.00
Demolish outbuildings	\$747.00	\$765.00
Extension of time - Class 1 or 10	\$344.00	\$353.00
Extension of time - Class 2-9	\$495.00	\$510.00
Extension of time to building permits issued	\$580.00	\$595.00
Fences	\$744.00	\$765.00
Internal alterations to class 2 apartments	\$1,242.00	\$1,275.00
Lapsed Permit Renewal (Class 1 or 10)	\$689.00	\$710.00
Lapsed Permit Renewal (Class 2 - 9) Minimum Fee	\$860.00	\$883.00
Multiple dwellings (2)	\$4,962.00	\$5,098.00
Multiple dwellings (3)	\$5,787.00	\$5,945.00
Multiple dwellings (4)	\$6,614.00	\$6,795.00
New dwellings <\$250,000	\$2,648.00	\$2,720.00
New dwellings \$250,000-\$500,000	\$3,142.00	\$3,228.00
New dwellings >\$500,001	\$3,637.00	\$3,373.00
Shop fit outs <\$100,000	\$1,323.00	\$1,360.00
Shop fit outs >\$200,000	\$1,571.00	\$1,615.00
Shop fit outs \$100,000-\$200,000	\$1,819.00	\$1,870.00

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Swimming Pool Administration and Enforcement Fees		
Swimming pool registration and search fee	\$80.30	\$81.70
Lodgement Fee - Certificate of Pool Compliance	\$20.75	\$21.10
Lodgement Fee - Certificate of Pool Non-Compliance	\$391.00	\$397.60
Penalty Infringement Fee	\$363.48	\$397.60
Class 2, 3, 4, 5, 6, 7 and 9 alterations, additional and new buildings		
Up to \$40,000	\$903.00	\$927.00
\$40,000 to \$100,000 \$ value x (1.749%)	\$ value x (1.749 %)	\$ value x (1.749 %)
\$100,001 to \$500,000 \$ value x (1.523%)	\$ value x (1.523 %)	\$ value x (1.523 %)
\$500,001 to \$2 million \$ value x (0.617%)	\$ value x (0.617 %)	\$ value x (0.617 %)
> \$2 million to \$10 million \$ value x (0.3284%)	\$ value x (0.328 %)	\$ value x (0.328 %)
> \$10 million to \$20 million \$ value x (0.219%)	\$ value x (0.219 %)	\$ value x (0.219 %)
> \$20 million to \$30 million \$ value x (0.215%)	\$ value x (0.215 %)	\$ value x (0.215 %)
> \$30 million to \$40 million \$ value x (0.1965%)	\$ value x (0.196 %)	\$ value x (0.196 %)
> \$40 million to \$50 million \$ value x (0.1919%)	\$ value x (0.1919 %)	\$ value x (0.1919 %)
> \$50 million \$value x (0.1872%)	\$ value x (0.1872 %)	\$ value x (0.1872 %)
Statutory Planning and Planning Support		
Install solar panels for Residents and Industry	\$0.00	\$0.00
Use Only (includes Liquor Licence & Car Park Waiver) - to apply for a planning permit to change the use of the land only	\$1,337.70	\$1,361.10
Development (including single dwellings up to \$2,000,000) - use and or develop a single dwelling per lot, and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land):		
Statutory Planning and Business Support - Class 2 - Up to \$10,000	\$202,90	\$206.45

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Statutory Planning and Business Support - Class 3 - more than \$10,001 less than \$100,000"	\$638.80	\$649.98
Statutory Planning and Business Support - Class 4 - more than \$100,001 less than \$500,000	\$1307.60	\$1,330.48
Statutory Planning and Business Support - Class 5 - more than \$500,001 to \$1,000,000	\$1,412.80	\$1,437.52
Class 6 - more than \$1,000,001 less than \$2,000,000 (more than \$2,000,000 see Class 13 to 16 fees apply)	\$1,518.00	\$1,544.57
VicSmart Application		
Statutory Planning Applications for Permits* Regulation 9 VicSmart Applications - Class 7 - Up to \$10,000	\$202.90	\$206.45
Statutory Planning Applications for Permits* Regulation 9 VicSmart Applications - Class 8 - More than \$10,000	\$435.90	\$443.53
Statutory Planning Applications for Permits* Regulation 9 VicSmart Applications - Class 9 - Subdivide or consolidate land	\$202.90	\$206.45
Statutory Planning Applications for Permits* Regulation 9 Vic smart Applications - Class 10 - VicSmart application (other than a class 7, class 8 or class 9 permit)	\$202.90	\$206.45
Development (including single dwellings > more than \$2,000,000		
Development (including single dwellings > more than \$2,000,000 Class 11 - Less than \$100,000 (other than a class 2, class 3, class7 or class 8 or a permit to subdivide or consolidate land)	\$1,164.80	\$1,185.18
Development (including single dwellings > more than \$2,000,000 Class 12 - \$100,001 to \$1,000,000 (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land)	\$1,570.60	\$1,598.09
Development (including single dwellings > more than \$2,000,000 Class 13 - \$1,000,001 to \$5,000,000 (including a single dwelling per lot) (other than a class 6 or class 8 or a permit to subdivide or consolidate land	\$3,464.40	\$3,525.03

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Development (including single dwellings > more than \$2,000,000 Class 14 - \$5,000,001 to \$15,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$8,830.10	\$8,984.63
Development (including single dwellings > more than \$2,000,000 Class 15 - \$15,000,001 to \$50,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$26,039.50	\$2495.19
Development (including single dwellings > more than \$2,000,000 Class 16 - \$50,000,001 plus (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$58,526.80	\$59,551.02
Subdivision		
Class 17 - Subdivide an existing building (other than a class 9 permit)	\$1,337.70	\$1,361.10
Class 18 - Two lot subdivision (other than a class 9 or class 16 permit)	\$1,337.70	\$1,361.10
Class 19 - Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$1,337.70	\$1,361.10
Class 20 - Subdivide land (other than a class 9, class 16, class 17 or class 18 permit) per 100 lots	\$1,337.70	\$1,361.10
Class 21 - create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or - create or remove a right of way; or - create, vary or remove an easement other than a right of way; or - vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant	\$1,337.70	\$1,361.10
Class 22 - A Permit not otherwise provided for in the Regulations	\$1,337.70	\$1,361.10
Subdivision Certification		
Certification - Endorsement of Plans of Subdivision	\$177.35	\$180.45



Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Alteration of a plan under Section 10 (2) of the Subdivision Act	\$112.70	\$114.67
Amendment of certified plan	\$142.80	\$145.30
Other Statutory Planning Fees		
For an agreement, or to amend or end an agreement, under section 173 of the Act	\$338.80	\$344.73
Where the Planning Scheme specifies that a matter must be done to the satisfaction of the responsible authority (including car parking consent)	\$330.70	\$336.49
Other Statutory Planning Fees - S57A (a) Amend a (new) application after notice has been given (section 57A(3)(a)) is 40 per cent of the application fee for that class of permit	40 % of Application Fee	40 % of Application Fee
S57A (b) Amend a Sec.72 application after notice has been given (section 57A(3)(a)) is 40 per cent of the application fee for that class of permit set out in the Table at Regulation 11 and any additional fee under (c) below	40 % of Application Fee+ (c)	40 % of Application Fee+ (c)
S57A If amending the application changes the class of application:(c) To a new class having a higher application fee set out in the Table to regulation 9, an additional fee applies being the difference between the original fee and the amended class fee	Difference between original fee and new class \$	Difference between original fee and new class \$
Certificate of Compliance	\$330.70	\$336.49
Class - Statutory Planning Fees - Amendments to permits S.72 Regulation 11		
Class 1 - Amendments to a permit to change the use allowed by the permit or allow a new use	\$1,337.70	\$1,361.10
Class 2 - Amendments to a permit (other than a permit for a single dwelling per lot or to use and develop a single dwelling per lot or to undertake development ancillary to a single dwelling per lot) to change the statement (preamble) of what the permit or to change any or all of the conditions which apply to the permit	\$1,337.70	\$1,361.10

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Single dwelling up to \$2,000,000 - Amendment to a permit for a single dwelling per lot or use and develop a single dwelling per lot and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land)		
Class 3 - Up to \$10,000	\$202.90	\$206.45
Class 4 - \$10,001 to \$100,000	\$638.80	\$649.98
Class 5 - \$100,001 to \$500,000	\$1,307.60	\$1,330.48
Class 6 - \$500,001 or more	\$1,412.80	\$1,437.52
VicSmart Applications		
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications - Class 7 - up to \$10,000	\$202.90	\$206.45
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications - Class 8 - \$10,001 or more	\$435.90	\$443.53
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications - Class 9 - Amendment to a class 9 permit: to subdivide or consolidate land	\$202.90	\$206.45
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications - Class 10 - Amendment to a class 10 permit: VicSmart application (other than a class 7, class 8, or class 9 permit)	\$202.90	\$206.45
Development (including single dwellings > more than \$2,000,000)		
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of the additional development to be permitted by the amendment is:		
Class 11 - Up to \$100,000	\$1,164.80	\$1,185.18
Class 12 - \$100,001 to \$1,000,000	\$1,570.60	\$1,598.09
Class 13 - More than \$1,000,001	\$3,464.40	\$3,525.03
Subdivision		

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Amendments to class 17 permit: to subdivide an existing building (other than a class 9 permit)	\$1,337.70	\$1,361.10
Amendments to class 18 permit: to subdivide land into two lots (other than a class 9 or class 16 permit)	\$1,337.70	\$1,361.10
Amendments to class 19 permit: realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	\$1,337.70	\$1,361.10
Amendments to a class 20: subdivide land (other than a class 9, class16, class17 or class 18 permit) per 100 lots	\$1,337.70	\$1,361.10
Amendment to class 21 permit: amendment to an application to: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	\$1,337.70	\$1,361.10
Amendments to a class 22 permit an application for permit not otherwise provided for in the Regulations.	\$1,337.70	\$1,361.10
Port Phillip Planning and Administration fees		
Secondary consent - Fee for amending Endorsed Plans:		
Secondary Consent - Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is \$10,000 or Less	\$145.70	\$150.00
Secondary Consent - Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is more than \$10,000 but not more than \$100,000	\$320.20	\$329.00
Secondary Consent - Amendment to a Class 2, Class 3, Class4, Class 5 or Class 6 Permit where	\$655.50	\$674.00

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
the cost of any additional development permitted by the Amendment is more than \$100,000 but not more than \$500,000		
Secondary Consent - Amendment to a Class 2, Class 3, Class4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is more than \$500,000	\$708.25	\$728.00
Secondary Consent - Amendment to a Permit that is the subject of a VicSmart Application where the cost of any additional development permitted by the Amendment is \$10,000 or Less	\$142.45	\$146.00
Secondary Consent - Amendment to a Permit that is the subject of a VicSmart Application where the cost of any additional development permitted by the Amendment is more than \$10,000	\$218.50	\$225.00
Secondary Consent - Amendment to a Class 11, Class 12, Class13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is \$100,000 or less	\$583.95	\$595.00
Secondary Consent - Amendment to a Class 11, Class 12, Class13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$100,000 but not more than \$1,000,000	\$787.35	\$805.00
Secondary Consent - Amendment to a Class 11, Class 12, Class13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$1,000,000 but not more than \$5,000,000	\$1,738.75	\$1,740.00
Secondary Consent - Amendment to a Class 11, Class 12, Class13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$5,000,000	\$4,426.60	\$4,515.00

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Secondary Consent Subdivision - Subdivide an existing building (other than a class 9 permit)	\$1337.70	\$1361.10
Secondary Consent Subdivision - Two lot subdivision (other than a class 9 or class 16 permit)	\$1337.70	\$1361.10
Secondary Consent Subdivision - Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$1337.70	\$1361.10
Secondary Consent Subdivision - Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	\$1337.70 per 100 lots	\$1361.10 per 100 lots
a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	\$1337.70	\$1361.10
Secondary Consent of a Class 22 Permit A permit not otherwise provided for in the regulations	\$1337.70	\$1361.10
Request under section 29A of the Building Act 1993 for report and consent on proposed demolition	\$86.40	\$87.90
Fast Track Fee - for minor planning application (such as painting of heritage buildings and minor works applications) that are able to be processed without advertising or the need for external referrals	\$137.90	\$150.00
Car Parking Consent - for determining satisfactory car parking where no Planning Permit is required	\$145.70	\$150.00
Advertising - Board per advertising sign when planning permit applications are required to be advertised	\$86.00	\$88.00
Advertising - Letter - per letter when planning permit applications are required to be advertised	\$12.00	\$12.00

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Planning Confirmation - for response to requests for Planning information	\$196.00	\$200.00
Copy of Planning Register - for a copy of planning register	\$86.00	\$150.00
Pre application meetings fee	\$300.00	\$300.00
Extension of time		
The owner or occupier may request an extension of time in the following circumstances: <ul style="list-style-type: none"> before the permit expires or within six months afterwards, where the use or development allowed by the permit has not yet started; within 12 months after the permit expiry date, where the development allowed by the permit has lawfully started before the permit expired. 	The Greater of: 50 per cent of the current application fee based on the Class of Application (Regulation 9) or \$644.10	The Greater of: 50 per cent of the current application fee based on the Class of Application (Regulation 9) or \$644.10
Planning Support		
Planning Confirmation Letter	\$196.00	\$200.00
File Search – Building - Certificates	\$57.00	\$60.00
File Search – Building – Residential dwelling	\$96.00	\$100.00
File Search – Building – Apartments or Commercial properties	\$288.00	\$360.00
Residential lodged during or prior to 2010	\$117.00	\$120.00
Residential lodged from 2010 onwards	\$63.00	\$65.00
Commercial Applications - Lodged prior 2010	\$355.00	\$360.00
Commercial Applications - Lodged from 2010 onwards	\$113.00	\$115.00
Scanning / photocopying fee - per sheet / page		
Scanning and photocopying per page A4	\$2.00	\$2.10
Scanning and photocopying per page A3	\$2.50	\$2.80
Scanning and photocopying per page A2	\$5.50	\$5.80
Scanning and photocopying per page A1 & A0	\$8.50	\$8.80

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Health

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Food Act - New Food Premises Application Fees		
Class 1 & 2 - Regular Premises	\$254.00	\$259.00
Food Act - New Food Premises Application Fees - Class 3 - Regular Premises	\$168.00	\$171.00
Food Act - New Food Premises Application Fees - Class 2 & 3 - Home Business	\$168.00	\$171.00
Food Act - Initial and Annual Renewal of Registration Fees		
Initial registration fees decrease on a pro-rata basis by 25 per cent every three months		
Class 1 - Small (1 staff member) e.g. childcare	\$351.00	\$358.00
Class 1 - Medium (2+ staff) e.g. aged / residential Care	\$570.00	\$620.00
Class 2 - Regular Premises - Small	\$351.00	\$358.00
Class 2 - Regular Premises - Medium	\$641.00	\$654.00
Class 2 - Regular Premises - Large	\$900.00	\$918.00
Class 2 - Supermarkets - Small	\$641.00	\$654.00
Class 2 - Supermarkets - Medium	\$900.00	\$918.00
Class 2 - Supermarkets - Large	\$1,358.00	\$1384.00
Class 2 - Community Groups & Clubs - Small	\$79.00	\$81.00
Class 2 - Community Groups & Clubs - Medium	\$160.00	\$163.00
Class 2 - Community Groups & Clubs - Large	\$641.00	\$654.00
Class 3 - Regular Premises - Small	\$212.00	\$216.00
Class 3 - Regular Premises - Medium	\$351.00	\$358.00
Class 3 - Regular Premises - Large	\$483.00	\$492.00
Class 3 - Community Groups & Clubs - Small	\$69.00	\$70.00
Class 3 - Community Groups & Clubs - Medium	\$134.00	\$137.00
Class 3 - Community Groups & Clubs - Large	\$351.00	\$358.00
Class 1, 2 and 3 - Registered Charities	\$0.00	\$0.00
Food Act - Initial and Annual Renewal of Registration Fees - Temporary and Mobile Premises		
Class 2 - Commercial Temporary Premises - up to three months	\$119.00	\$121.00
Class 2 - Commercial Temporary Premises - three to six months	\$239.00	\$244.00
Class 2 - Commercial Temporary Premises - six to 12 months	\$478.00	\$487.00

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Class 3 - Commercial Temporary Premises - up to three months	\$88.00	\$90.00
Class 3 - Commercial Temporary Premises - three to six months	\$176.00	\$179.00
Class 3 - Commercial Temporary Premises - six to 12 months	\$351.00	\$358.00
Class 2 - Commercial Mobile or Temporary Premises - single event or maximum of two consecutive days	\$79.00	\$81.00
Class 3 - Commercial Mobile or Temporary Premises - single event or maximum of two consecutive days	\$69.00	\$70.00
Class 2 - Mobile or Temporary Premises - Community Group, Sporting Clubs & Not for Profit - operating occasionally, seasonally or up to 12 months - operating occasionally, seasonally or up to 12 months	\$77.00	\$79.00
Class 3 - Mobile or Temporary Premises - Mobile or Temporary Premises, Community Group, Sporting Clubs & Not for Profit - operating occasionally, seasonally or up to 12 months - operating occasionally, seasonally or up to 12 months	\$67.00	\$68.00
Class 2 - Mobile or Temporary Premises associated with a permanent fixed premises	\$166.00	\$169.00
Class 3 - Mobile or Temporary Premises associated with a permanent fixed premises	\$134.00	\$137.00
Food Act - Transfer of Registration, Inspection Report and Late Fees		
Class 1 & 3 - Transfer of Registration	\$170.00	\$173.00
Class 2 - Transfer of Registration	\$249.00	\$254.00
Class 1 - Renewal of Registration Late Fee	\$79.00	\$81.00
Class 2 and 3 - Renewal of Registration Late Fee	\$132.00	\$135.00
Public Health and Wellbeing Act - Personal Care & Body Art (PCBA) Premises Fees		
Hairdresser and low-risk beauty parlour fee is full amount and is a one-off single payment with no requirement to renew annually. For skin penetration, colonic		

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
irrigation, higher risk beauty parlour and hairdressers with additional beauty treatments, the initial registration fees decrease on a prorata basis by 25 per cent every three months.		
PCBA Personal Care Body Art Application Fee	\$102.00	\$104.00
PCBA Initial Registration Fee	\$212.00	\$216.00
PCBA Renewal of Registration Late Fee	\$79.00	\$81.00
PCBA Renewal of Registration Fee	\$212.00	\$216.00
PCBA Transfer of Registration Fee	\$132.00	\$135.00
PCBA Transfer Inspection Report Fee	\$212.00	\$216.00
Public Health & Wellbeing Act - Prescribed Accommodation - Residential Accommodation / Rooming House / Youth Hostel / Student Dormitory / Hotel / Motel - Initial and Annual Renewal of Registration Fees		
Property with 1 - 10 residents	\$275.00	\$280.00
Property with 11 - 20 residents	\$432.00	\$440.00
Property with 21 - 40 residents	\$641.00	\$641.00
Property with 41 - 60 residents	\$1,053.00	\$1,074.00
Property with 61 - 80 residents	\$1,760.00	\$1,794.00
Property with 81+ residents	\$2,172.00	\$2,214.00
Public Health and Wellbeing Act - Aquatic Facilities - Initial and Annual Renewal of Registration Fees		
Public Swimming Pool (1 pool)	\$285.00	\$291.00
Public Swimming Pool (2-4 pools)	\$387.00	\$395.00
Public Swimming Pool (4+pools)	\$488.00	\$498.00
Food Act and Public Health & Wellbeing Act – Infringements		
Statutory Penalty Unit	\$165.00	\$184.92
Penalty Reminder Notice	\$25.80	\$26.60

Local Laws and Animal Management

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Local Laws		
Local Laws reclaim fee - impounded goods, for any goods, materials impounded by Council that are released to the owner such as shopping trolleys	\$161.00	\$164.20
Local Laws Infringements		

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Local Law No.1 (Infringements Act 2006) per penalty unit	\$100.00	\$184.92
Local Laws - Penalty Reminder Notice	\$25.80	\$26.60
Animal Management		
Domestic Animal Business registration fee	\$281.00	\$285.92
Animal Management Infringements (Domestic Animal Act 1994)		
Domestic Animal Act 1994 Infringements per penalty unit	\$165.00	\$184.92
Animal - Penalty Reminder Notice	\$25.80	\$26.60
Dog		
Permit for multiple dogs per residence (one off payment)	\$70.00	\$70.00
Restricted breed dog - includes any declared, menacing, dangerous dogs	\$300.00	\$305.25
Minimum fee non-pensioner	\$73.00	\$74.30
Maximum fee non-pensioner	\$219.00	\$222.85
Minimum fee pensioner	\$36.50	\$37.15
Maximum fee pensioner	\$109.50	\$109.50
Reclaim impounding fee	\$173.00	\$176.45
Rebate for Assist Dogs (on production of required documentation)	-\$70.00	-\$70.00
Cat		
Minimum fee non-pensioner	\$41.00	\$41.75
Maximum fee non-pensioner	\$123.00	\$125.15
Minimum fee pensioner	\$20.50	\$20.50
Maximum fee pensioner	\$61.50	\$61.50
Reclaim impounding fee	\$90.00	\$91.80
Bond cat trap (refundable)	\$100.00	\$100.00
Cat trap fee per week	\$11.00	\$11.20

Public Space

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Weddings and Minor Events		
Heritage gardens (2hr permit)	\$355.00	\$365.00

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Non-heritage gardens (2hr permit)	\$208.00	\$215.00
Wedding photography only	\$104.00	\$110.00
Events Administration		
Event and promotion application fee	\$100.00	\$100.00
Variations and late information (\$300-\$6,500)	\$300.00	\$300.00
Parking on Reserve fee (per car)	\$104.00	\$110.00
Traffic management costs (per hour)	\$120.00	\$125.00
Winter events 50% of full fee	\$2,320.00	\$2320.00
Promotions		
Distributing Promotional Flyers - for CoPP businesses (full day/ eight hours)	\$109.00	\$110.00
Distributing Promotional Flyers - for CoPP businesses (per hour)	\$20.00	\$20.00
Product Promotions - per day fee for an eight-hour day	\$3,037.00	\$3120.00
Product Promotions - per day fee for an eight-hour day package. (Minimum three days)	\$2,518.00	\$2585.00
Product Promotions - roving, no structures (per hour)	\$343.00	\$350.00
Product Promotions - with structures or vehicles (per hour) - Outside St Kilda Precinct	\$402.00	\$410.00
Product Promotions - with structures or vehicles (per hour) - St Kilda Precinct	\$524.00	\$540.00
Markets		
Outdoor Markets (per session)	\$675.00	\$688.00
Commercial Event or Promotion - Site fee per day		
Bump in and bump out fee - weekdays per day	\$697.00	\$711.00
Bump in and bump out fee - weekends per day	\$852.00	\$869.00
Closure of Pier Road	\$2,035.00	\$2075
Combined tourism event (St Kilda Town Hall and front lawn) - long stay	\$2,751.00	\$2800.00
Intermediate events	\$702.00	\$715.00
Large events	\$2,751.00	\$2805.00
Medium events	\$1,348.00	\$1375.00
Major Events High risk/high impact event (\$7,200 - \$30,000)	\$7,200.00	\$7300.00
Refundable Noise Bond (\$5,000-\$20,000)	\$5,000.00	\$5000.00
Refundable Security Bond per site (\$5,000 - \$50,000)	\$5,000.00	\$5000.00
Small events	\$310.00	\$315.00

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Small Event Public Liability Insurance	\$31.50	\$31.50
On-road Events		
Combination Events (reserve and road use) for events with over 2000 registered participants, additional fee per registered participant 2001+	\$5.40	\$5.50
Combination Events (Reserve and Road use); flat fee 0 - 2000 registered participants inclusive	\$10,940.00	\$11,155.00
On-Road Only (per participant) - minimum charge 2,000 participants	\$1.65	\$1.70
Combined tourism event (St Kilda Town Hall and front lawn) - bump in and bump out fee	\$763.00	\$765.00
Busking Fee - 6 months 9am - 9pm	\$55.00	\$55.00
Street Stall Permit/Collection	\$67.00	\$68.00
Temporary signage fee - up to 14 days only	\$155.00	\$158.00

Transport and parking management

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Car Share Program		
Licence fee renewals for car share bays	\$85.00	\$85.00
Car Share Program - Installation of new car share bays	\$1,400.00	\$1,400.00
Parking permits		
Resident parking permit. Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$85.00	\$87.00
Combined parking permit (resident/foreshore). Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$126.00	\$129.00
Visitor parking permit (annual). Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$120.00	\$122.00

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Foreshore parking permit. Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$63.00	\$64.00
Foreshore Club Parking permit. Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$110.00	\$112.00
Tradespersons parking permit (per week)	\$57.00	\$58.00
Temporary parking permit per space per day	\$60.00	\$63.00
Permit reissue - Admin fee	\$24.00	\$24.00
Musicians Loading Permit	\$110.00	\$112.00
Parking machine charges		
Paid Parking Credit Card Gateway Fee	\$0.12	\$0.12
Elwood Foreshore Carpark - maximum/daily (1 July to 30 September and 1 April to 30 June)	\$8.80	\$9.00
Elwood Foreshore Carpark - maximum/daily (1 October to 31 March)	\$13.00	\$13.30
Elwood Foreshore Carpark - per hour (1 July to 30 September and 1 April to 30 June)	\$2.00	\$2.10
Elwood Foreshore Carpark - per hour (1 October to 31 March)	\$5.40	\$5.60
Fishermans Bend north of Woodgate Street and east of Boundary Street - per hour	\$1.00	\$1.00
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - maximum / per day. (1 July to 30 September and 1 April to 30 June)	\$8.80	\$9.00
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - maximum / per day. (1 October to 31 March)	\$13.00	\$13.30
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - per hour. (1 July to 30 September and 1 April to 30 June)	\$2.00	\$2.10

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - per hour. (1 October to 31 March)	\$4.00	\$4.10
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore) - per day	\$16.00	\$16.40
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore) - per hour	\$6.00	\$6.20
South Melbourne Central - Clarendon Street Retail Precinct - per day	\$9.20	\$9.40
South Melbourne Central - Clarendon Street Retail Precinct - per hour	\$2.10	\$2.20
South Melbourne Central - North of Park and Ferrars Street (industrial) - per day	\$9.20	\$9.40
South Melbourne Central - North of Park and Ferrars Street (industrial) - per hour	\$2.10	\$2.20
South Melbourne East - North East of Kingsway (commercial) - per hour	\$4.10	\$4.20
South Melbourne South - Albert Road area (commercial) - per day	\$13.00	\$13.30
South Melbourne South - Albert Road area (commercial) - per hour	\$4.10	\$4.20
South Melbourne West - South West of Ferrars Street (Industrial) - per day	\$9.20	\$9.40
South Melbourne West - South West of Ferrars Street (Industrial) - per hour	\$2.10	\$2.20
St Kilda Road - North of St Kilda Junction (commercial) - per hour	\$4.10	\$4.20
St Kilda Road - South of St Kilda Junction (commercial / retail) - per day	\$7.10	\$10.00
St Kilda Road - South of St Kilda Junction (commercial / retail) - per hour	\$2.10	\$3.00



Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Station Pier and Waterfront Place - maximum / per day (1 October - 31 March)	\$13.00	\$13.30
Station Pier and Waterfront Place - maximum / per day (1 July to 30 September and 1 April - 30 June)	\$8.80	\$9.00
Station Pier and Waterfront Place - per hour (1 July to 30 September and 1 April - 30 June)	\$2.00	\$2.10
Station Pier and Waterfront Place - per hour (1 October to 31 March)	\$5.40	\$5.60
Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Parking enforcement		
Unregistered and abandoned vehicle release fee	\$455.00	\$470.00
Daily vehicle storage fee after 48 hours	\$20.00	\$21.00
Vehicle Clearway Release Fee	\$450.00	\$460.00
Vehicle Transfer from Nationwide Towing to Manheim	\$785.00	\$805.00
Parking Infringements		
Penalty Fines - class 1	\$91.00	\$93.00
Penalty Fines - class 2	\$109.00	\$111.00
Penalty Fines - class 3	\$182.00	\$186.00
Penalty Reminder Notice	\$26.20	\$26.25
Lodgement fee	\$78.30	\$79.70
Planning Compliance Infringements		
Planning Infringement Notice - Individual (Penalty Fines Class 3)	\$909.00	\$925.00
Planning Infringement Notice - Company (Penalty Fines Class 3)	\$1,817.00	\$1848.80
Penalty Reminder Notice	\$25.80	\$26.60

Sustainable Port Phillip

Waste management

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Road Reinstatement - Refundable Bond	\$1,600.00	\$1,600.00
Street Furniture Removal (includes bus shelters, seats, bins, bollards, bike hoops, planter boxes and any other street furniture item within the road reserve)	\$0.00	\$0.00
Amenity valuation cost recovery for approved public tree removal and replacement - Upon Request	\$0.00	\$0.00
Resource Recovery Centre Fees - Non-Resident (Car Boot)	\$46.00	\$48.00
Resource Recovery Centre Fees - Non-Resident (Large Trailer)	\$180.00	\$185.00
Resource Recovery Centre Fees - Non-Resident (Small Trailer)	\$110.00	\$113.00
Resource Recovery Centre Fees - Non-Resident (Station Wagon, Utility)	\$85.00	\$87.00
Resource Recovery Centre Fees (Car Boot)	\$28.00	\$29.00
Resource Recovery Centre Fees (Contractors m3)	\$116.00	\$119.00
Resource Recovery Centre Fees (Large Trailer)	\$132.00	\$135.00
Resource Recovery Centre Fees (Small Trailer)	\$72.00	\$74.00
Resource Recovery Centre Fees (Station Wagon, Utility)	\$54.00	\$56.00

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Vibrant Port Phillip

Arts & Culture

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Heritage		
Curatorial Services (heritage image reproduction service - digital image delivery by email or CD)	\$0.00	\$0.00
Gallery hire fee for exhibitions - room 1 (4-week hire)	\$38.50	\$38.50
Gallery hire fee for exhibitions - rooms 1, 2 and 3 groups (4-week hire)	\$965.00	\$965.00
Gallery hire fee for exhibitions - rooms 1, 2 and 3 individuals (4-week hire)	\$2,035.00	\$2,035.00
Gallery hire fee for exhibitions - rooms 2 and 3 (4-week hire)	\$1,425.00	\$1,425.00
Hire of Shakespeare Grove Artist studios (standard 3m x 3.5m and pro rata for larger studios)	\$135.00	\$135.00
Filming Permits		
Filming Permits (motion pictures and related photography (first day)	\$965.00	\$990.00
Filming Permits (motion pictures and related photography (second day)	\$585.00	\$600.00
Filming Permits (motion pictures and related photography (third and subsequent days)	\$198.00	\$205.00
Filming Permits (motion pictures, half day)	\$585.00	\$600.00
Filming Permits (service fee - low budget)	\$52.00	\$55.00
Filming Permits (service fee - no budget)	\$20.20	\$20.00
Photography Permit (half day)	0.00	\$250.00
Photography Permit (commercial stills photography (first day)	\$445.00	\$455.00

Photography Permit (commercial stills photography second and subsequent days)	\$198.00	\$205.00
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Economic Development & Tourism

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Parklet Fees		
Annual business parklets - New applications, amendments and transfers of ownership fee	\$0.00	\$250.00
Annual Business Parklet Renewal fee	\$0.00	\$75.00
Revitalisation rate - Annual business parklet, per bay	\$0.00	\$1,517.50
Tier 1 - Annual business parklet, per bay	\$0.00	\$1,517.50
Tier 2 - Annual business parklet, per bay	\$0.00	\$1,807.50
Tier 3 - Annual business parklet, per bay	\$0.00	\$2,097.50
Tier 4 - Annual business parklet, per bay	\$0.00	\$2,387.50
Tier 5 - Annual business parklet, per bay	\$0.00	\$2,677.50
Tier 6 - Annual business parklet, per bay	\$0.00	\$2,967.50
Tier 7 - Annual business parklet, per bay	\$0.00	\$3,257.50
Tier 8 - Annual business parklet, per bay	\$0.00	\$3,547.50
Tier 9 - Annual business parklet, per bay	\$0.00	\$3,837.50
Tier 10 - Annual business parklet, per bay	\$0.00	\$4,092.50
Seasonal business parklets - New applications, amendments and transfers of ownership fee	\$0.00	\$120.00
Revitalisation rate - Seasonal business parklet, per bay (A season is defined from 1 October to 30 April)	\$0.00	\$1,062.25
Tier 1 - Seasonal business parklet, per bay	\$0.00	\$1,062.25
Tier 2 - Seasonal business parklet, per bay	\$0.00	\$1,265.25
Tier 3 - Seasonal business parklet, per bay	\$0.00	\$1,468.25
Tier 4 - Seasonal business parklet, per bay	\$0.00	\$1,671.25
Tier 5 - Seasonal business parklet, per bay	\$0.00	\$1,874.25
Tier 6 - Seasonal business parklet, per bay	\$0.00	\$2,077.25
Tier 7 - Seasonal business parklet, per bay	\$0.00	\$2,280.25
Tier 8 - Seasonal business parklet, per bay	\$0.00	\$2,483.25
Tier 9 - Seasonal business parklet, per bay	\$0.00	\$2,686.25
Tier 10 - Seasonal business parklet, per bay	\$0.00	\$2,864.75

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
City Permits - footpath trading		
Footpath occupancy permits - Tables - to place a table on the footpath (annual cost per item)		
Acland Street - Primary Table	\$97.20	\$30.80
Acland Street - Secondary Table	\$61.00	\$64.96
Armstrong Street - Primary Table	\$50.40	\$49.28
Barkly Street - Primary Table	\$58.80	\$58.80
Barkly Street - Secondary Table	\$47.60	\$46.48
Bay Street - Primary Table	\$56.00	\$53.20
Bay Street - Secondary Table	\$42.00	\$38.08
Bridport Street - Primary Table	\$84.00	\$75.60
Bridport Street - Secondary Table	\$50.40	\$47.04
Carlisle Street - Primary Table	\$67.20	\$30.80
Carlisle Street - Secondary Table	\$47.60	\$44.24
Clarendon Street - Primary Table	\$61.60	\$56.00
Clarendon Street - Secondary Table	\$50.40	\$44.24
Coventry Street - Primary Table	\$56.00	\$53.20
Fitzroy Street - Primary Table	\$33.60	\$30.80
Fitzroy Street - Secondary Table	\$33.60	\$38.08
Glen Eira Road - Primary Table	\$44.80	\$39.20
Glenhuntly Road - Primary Table	\$47.60	\$46.48
Ormond Road - Primary Table	\$61.60	\$53.20
Tennyson Street - Primary Table	\$42.00	\$38.08
Victoria Avenue - Primary Table	\$39.20	\$35.28
All other areas - Tertiary Table	\$33.60	\$30.80
Footpath occupancy permits - Chairs - to place a chair on the footpath (annual cost per item)		
Acland Street - Primary Chair	\$149.30	\$47.30
Acland Street - Secondary Chair	\$93.60	\$99.76
Armstrong Street - Primary Chair	\$77.40	\$75.68
Barkly Street - Primary Chair	\$90.30	\$90.30
Barkly Street - Secondary Chair	\$73.10	\$71.38
Bay Street - Primary Chair	\$86.00	\$81.70
Bay Street - Secondary Chair	\$64.50	\$58.49
Bridport Street - Primary Chair	\$129.00	\$116.10
Bridport Street - Secondary Chair	\$77.40	\$72.24

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Carlisle Street - Primary Chair	\$103.20	\$47.30
Carlisle Street - Secondary Chair	\$73.10	\$67.94
Clarendon Street - Primary Chair	\$94.60	\$86.00
Clarendon Street - Secondary Chair	\$77.40	\$67.94
Coventry Street - Primary Chair	\$86.00	\$81.70
Fitzroy Street - Primary Chair	\$51.60	\$47.30
Fitzroy Street - Secondary Chair	\$51.60	\$58.48
Glen Eira Road - Primary Chair	\$68.80	\$60.20
Glenhuntly Road - Primary Chair	\$73.10	\$71.38
Ormond Road - Primary Chair	\$94.60	\$81.70
Tennyson Street - Primary Chair	\$64.50	\$58.48
Victoria Ave - Primary Chair	\$60.20	\$54.18
All other areas - Tertiary Chair	\$51.60	\$47.30
Footpath occupancy permits - Glass Screens - Tables - to place a table within a glass screen on the footpath (annual cost per item)		
Acland Street - Primary Table with Glass Screens	\$139.60	\$46.20
Acland Street - Secondary Table with Glass Screens	\$88.00	\$97.44
Armstrong Street - Primary Table with Glass Screens	\$75.60	\$73.92
Barkly Street - Primary Table with Glass Screens	\$88.20	\$88.20
Barkly Street - Secondary Table with Glass Screens	\$71.40	\$69.72
Bay Street - Primary Table with Glass Screens	\$84.00	\$79.80
Bay Street - Secondary Table with Glass Screens	\$63.00	\$57.12
Bridport Street - Primary Table with Glass Screens	\$126.00	\$113.40
Bridport Street - Secondary Table with Glass Screens	\$75.60	\$70.56
Carlisle Street - Primary Table with Glass Screens	\$100.80	\$46.20
Carlisle Street - Secondary Table with Glass Screens	\$71.40	\$66.36
Clarendon Street - Primary Table with Glass Screens	\$92.40	\$84.00
Clarendon Street - Secondary Table with Glass Screens	\$75.60	\$66.36

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Coventry Street - Primary Table with Glass Screens	\$84.00	\$79.80
Fitzroy Street - Primary Table with Glass Screens	\$50.40	\$46.20
Fitzroy Street - Secondary Table with Glass Screens	\$50.40	\$57.12
Glen Eira Road - Primary Table with Glass Screens	\$67.20	\$58.80
Glenhuntly Road - Primary Table with Glass Screens	\$71.40	\$69.72
Ormond Road - Primary Table with Glass Screens	\$92.40	\$79.80
Tennyson Street - Primary Table with Glass Screens	\$63.00	\$57.12
Victoria Ave - Primary Table with Glass Screens	\$58.80	\$52.92
All other areas - Tertiary Table with Glass Screens	\$50.40	\$46.20
Footpath occupancy permits - Glass Screens - Chairs - to place a chair within a glass screen on the footpath (annual cost per item)		
Acland Street - Primary Chair with Glass Screens	\$231.70	\$70.95
Acland Street - Secondary Chair with Glass Screens	\$135.10	\$149.64
Armstrong Street - Primary Chair with Glass Screens	\$116.10	\$113.52
Barkly Street - Primary Chair with Glass Screens	\$135.45	\$135.45
Barkly Street - Secondary Chair with Glass Screens	\$109.65	\$107.07
Bay Street - Primary Chair with Glass Screens	\$129.00	\$122.55
Bay Street - Secondary Chair with Glass Screens	\$96.75	\$87.72
Bridport Street - Primary Chair with Glass Screens	\$193.50	\$174.15
Bridport Street - Secondary Chair with Glass Screens	\$116.10	\$108.36
Carlisle Street - Primary Chair with Glass Screens	\$154.80	\$70.95
Carlisle Street - Secondary Chair with Glass Screens	\$109.65	\$101.91
Clarendon Street - Primary Chair with Glass Screens	\$141.90	\$129.00
Clarendon Street - Secondary Chair with Glass Screens	\$116.10	\$101.91

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Coventry Street - Primary Chair with Glass Screens	\$129.00	\$122.55
Fitzroy Street - Primary Chair with Glass Screens	\$77.40	\$70.95
Fitzroy Street - Secondary Chair with Glass Screens	\$77.40	\$87.82
Glen Eira Road - Primary Chair with Glass Screens	\$103.20	\$90.30
Glenhuntly Road - Primary Chair with Glass Screens	\$109.65	\$107.07
Ormond Road - Primary Chair with Glass Screens	\$141.90	\$122.55
Tennyson Street - Primary Chair with Glass Screens	\$96.75	\$87.72
Victoria Avenue - Primary Chair with Glass Screens	\$90.30	\$81.27
All other areas - Tertiary Chair with Glass Screens	\$77.40	\$70.95
Footpath occupancy permits – various		
Advertising signs one per property only	\$329.45	\$336.00
Footpath Trading - Display of goods	\$394.00	\$236.00
Footpath Trading - Planters per business	\$0.00	\$0.00
Footpath Trading - Screens per premises with outdoor furniture	\$176.30	\$180.00
Footpath Trading - Outdoor heaters	\$132.45	\$119.00
Footpath Trading - Renewal Fee	\$70.00	\$70.00
Footpath Trading - New Applications, amendments and transfers of ownership	\$120.00	\$120.00
Application fee for fixed items including glass screens and retractable awnings	\$250.00	\$250.00
Footpath Trading - Miscellaneous items including menu boards	\$183.75	\$165.00
Footpath Trading - Delineation marker installation (per marker)	\$42.45	\$42.45
Temporary Permits		
Temporary - Marketing & Promotion activity (daily charge). (Used for existing footpath trading permit-holders and one-day promotions)	\$75.85	\$75.85

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Mobile Food Vans		
Mobile Food Vehicle Permit Fee	\$2,280.00	\$2325.60
Mobile Food Vehicle Application/Renewal Fee, to assess up to three proposed locations	\$250.00	\$275.00

Festivals

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
St Kilda Film Festival		
St Kilda Film Festival call for entry fee - early bird rate	\$34.00	\$34.00
St Kilda Film Festival call for entry fee - standard rate	\$47.00	\$47.00
St Kilda Festival		
St Kilda Festival call for entry fee	\$35.60	\$35.00
St Kilda Festival Carnival site fee	\$30,525.00	\$31,365.00
St Kilda Festival All Food Vending Areas (over 15 m2)	\$133.00	\$136.66
St Kilda Festival All Food Vending Areas (under 15 m2)	\$86.50	\$88.88
St Kilda Festival Itinerant Market Stall (high pedestrian zone)	\$360.00	\$360.00
St Kilda Festival Itinerant Market Stall (regular zone)	\$187.00	\$187.00
St Kilda Festival Permit Administration Fee	\$35.00	\$35.00
St Kilda Festival Road trading (non-alcohol per m2)	\$11.00	\$11.00
St Kilda Festival Road Trading (with alcohol per m2)	\$29.50	\$30.00
Cost Recovery (infrastructure and power hire)	Cost Recovery	Cost Recovery
Esplanade Market		
Administration fee - new stallholders	\$31.50	\$30.00
Coffee Vendors		
Coffee Vendor – Casual Fee	\$121.20	\$120.00
NEW FEE - Coffee Vendor (6-month permit)	NA	\$1,266.00
Art & Craft / Pre-packaged Food 2.4m		

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Art & Craft / Pre-packaged Food (3 monthly permits) 2.4m	\$652.40	\$653.00
Art & Craft / Pre-packaged Food (6 monthly permits) 2.4m	\$1,191.80	\$1,192.00
Art & Craft / Pre-packaged Food (12 monthly permits) 2.4m	\$2,219.20	\$2,220.00
Art & Craft / Pre-packaged Food (casual permits) 2.4m	\$89.40	\$89.00
Art & Craft / Pre-packaged Food 3m		
Art & Craft / Pre-packaged Food (3 monthly permits) 3m	\$717.10	\$720.00
Art & Craft / Pre-packaged Food (6 monthly permits) 3m	\$1,309.95	\$1,310.00
Art & Craft / Pre-packaged Food (12 monthly permits) 3m	\$2,442.10	\$2,442.00
Art & Craft / Pre-packaged Food (casual permits) 3m	\$98.50	\$99.00
Late fee on invoice payment - casual stallholders	\$10.50	\$10.00
Late fee on invoice payment - permanent stallholders	\$31.50	\$30.00
Paid Promotional Activity - Full Day	\$1,025.00	\$1500.00
Paid Promotional Activity - Half Day	\$512.00	\$750.00
Food Traders / Trucks		
Food Vendor - Casual stalls	\$177.75	\$180.00
NEW FEE- Food Vendor (6 month permit)	New fee	\$2,700.00
Student		
NEW FEE - Design Students and under 18 Students, currently studying - fee waiver on all fees for 3 months of trade or bookings.	New fee	\$0.00
Student - Casual permit	\$34.00	\$35.00

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Libraries

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
B&W copying A3	\$0.20	\$0.20
B&W copying A4	\$0.20	\$0.20
Colour copying charges	\$1.10	\$1.10
Inter Library Loans	\$28.50	\$28.50
Internet/PC copy charges	\$0.20	\$0.20
Local History microfiche copies	\$0.20	\$0.20

South Melbourne Market

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Rooftop Car Parking on weekend Market Days (*Early Bird to 10am 2 hours free parking)		
0-1 hrs*	\$0.00	\$2.00
1-2 hrs*	\$0.00	\$4.00
2-3 hrs	\$6.00	\$8.00
3-4 hrs	\$12.00	\$16.00
4-5hrs	\$20.00	\$24.00
5-6hrs	\$29.00	\$32.00
6hrs+	\$35.00	\$40.00
Lost Ticket	\$65.00	\$40.00
Rooftop Car Parking Wednesday and Friday Market Days		
0-1 hrs	\$0.00	\$0.00
1-2 hrs	\$0.00	\$0.00
2-3 hrs	\$6.00	\$8.00
3-4 hrs	\$12.00	\$16.00
4-5hrs	\$20.00	\$24.00
5-6hrs	\$29.00	\$32.00
6hrs+	\$35.00	\$40.00
Lost Ticket	\$65.00	\$40.00
Rooftop Car Parking on Non Market Days (Mon, Tues, Thurs)		
0-1 hrs	\$1.00	\$2.00
1-2 hrs	\$2.00	\$4.00
2-3 hrs	\$3.00	\$6.00

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
3-4 hrs	\$4.00	\$8.00
4-5hrs	\$5.00	\$10.00
5-6hrs	\$6.00	\$12.00
6hrs+	\$13.00	\$15.00
Lost Ticket	\$13.00	\$15.00

Well Governed

Asset and property management

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Peppercorn rent	\$104.00	\$104.00
Hall Hire		
St Kilda Town Hall – Auditorium Hire		
St Kilda Town Hall - Auditorium - Community Hire (Daily Rate) Off Peak Monday - Thursday	\$920.00	\$940.00
St Kilda Town Hall - Auditorium - Community Hire (Daily Rate) Peak Friday to Sunday	\$1,200.00	\$1,250.00
St Kilda Town Hall - Auditorium -Standard Hire (Daily Rate) Peak Friday to Sunday	\$3,000.00	\$3,100.00
St Kilda Town Hall - Auditorium - Standard Hire (Daily Rate) Off Peak Monday - Thursday	\$1,800.00	\$1,900.00
St Kilda Town Hall - Auditorium - Community Hire (Hourly Rate Min 4 hours) Off Peak Monday – Thursday	\$94.00	\$95.00
St Kilda Town Hall - Auditorium - Community Hire (Hourly Rate Min 4 hours) Peak Friday to Sunday	\$120.00	\$122.00
St Kilda Town Hall - Auditorium - Standard Hire (Hourly Rate Min 4 hours) Off Peak Monday – Thursday	\$180.00	\$185.00
St Kilda Town Hall - Auditorium - Standard Hire (Hourly Rate Min 4 hours) Peak Friday - Sunday	\$300.00	\$310.00
St Kilda Town Hall - Kitchen – Standard/Community per day	\$500.00	\$500.00
Port Melbourne Town Hall – Auditorium (including kitchen)		

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Port Melbourne Town Hall - Auditorium - Community Hire (Daily Rate) Off Peak Monday – Thursday	\$600.00	\$610.00
Port Melbourne Town Hall - Auditorium - Community Hire (Daily Rate) Peak Friday to Sunday	\$600.00	\$610.00
Port Melbourne Town Hall - Auditorium - Standard Hire (Daily Rate) Off Peak Monday - Thursday	\$950.00	\$970.00
Port Melbourne Town Hall - Auditorium -Standard Hire (Daily Rate) Peak Friday to Sunday	\$950.00	\$970.00
South Melbourne Town Hall – Auditorium (including kitchen)		
South Melbourne Town Hall - Auditorium -Standard Hire (Daily Rate) Peak Friday to Sunday	\$1,460.00	\$1,500.00
South Melbourne Town Hall - Auditorium - Standard Hire (Daily Rate) Off Peak Monday - Thursday	\$745.00	\$760.00
Meeting Rooms		
St Kilda Town Hall – Meeting Rooms		
St Kilda Town Hall - All Meeting Rooms - Community Hire - Hourly Rate (non-peak before 9am & after 5pm Monday -Thursday)	\$13.00	\$13.50
St Kilda Town Hall - All Meeting Rooms - Community Hire - Hourly Rate (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$50.00	\$51.00
St Kilda Town Hall - Council Chamber - Community Hire - Hourly Rate (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$50.00	\$51.00
St Kilda Town Hall - Council Chamber - Standard Hire (Hourly Rate)	\$190.00	\$195.00
St Kilda Town Hall - Wominjeka Reception - Standard Hire (Hourly Rate)	\$190.00	\$195.00
St Kilda Town Hall - Training Room - Standard Hire (Hourly Rate)	\$125.00	\$127.00
St Kilda Town Hall - St Kilda Room - Standard Hire (Hourly Rate)	\$100.00	\$102.00
St Kilda Town Hall - Gunuwarra Room - Standard Hire (Hourly Rate)	\$125.00	\$127.00

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
St Kilda Town Hall - Ngargee Room - Standard Hire (Hourly Rate)	\$125.00	\$127.00
St Kilda Town Hall - Nairm Room - Standard Hire (Hourly Rate)	\$100.00	\$102.00
St Kilda Town Hall - Port Melbourne Room Standard Hire (Hourly Rate)	\$100.00	\$102.00
Meeting Rooms - Port Melbourne Town Hall		
Port Melbourne Town Hall - Council Chamber-Community Hire - Hourly Rate (non-peak before 9am & after 5pm Monday -Thursday)	\$13.00	\$13.50
Port Melbourne Town Hall - Council Chamber - Community Hire - Hourly Rate (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$50.00	\$51.00
Port Melbourne Town Hall - Mayors Room - Community Hire - Hourly Rate (non-peak before 9am & after 5pm Monday -Thursday)	\$13.00	\$13.50
Port Melbourne Town Hall - Mayors Room - Community Hire - Hourly Rate (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	\$50.00	\$51.00
Port Melbourne Town Hall - Council Chamber - Standard Hire (Hourly Rate)	\$125.00	\$127.00
Port Melbourne Town Hall - Mayors Room - Standard Hire (Hourly Rate)	\$100.00	\$102.00
Meeting Rooms – South Melbourne Town Hall		
South Melbourne Town Hall - Meeting Rooms – Community Hire (Hourly Rate)	\$50.00	\$51.00
South Melbourne Town Hall - Meeting Rooms – Community Hire (Daily Rate)	\$220.00	\$225.00
South Melbourne Town Hall - Meeting Rooms - Standard Hire (Hourly Rate)	\$100.00	\$102.00
South Melbourne Town Hall - Meeting Rooms - Standard Hire (Daily Rate)	\$450.00	\$460.00
Staff labour (per hour)		
Duty Officer Fees - Monday - Thursday (min 3hr charge)	\$42.00	\$43.00

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Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Duty Officer Fees - Friday, Saturday & Sunday (min 3 hr charge)	\$73.00	\$74.00
Duty Officer Fees - Public Holidays (min 3hr charge)	\$89.00	\$90.00
Security Guard Fees - Public Holidays (min 4hr charge)	\$84.00	\$86.50
Security Guard Fees - Monday - Sunday (min 4hr charge)	\$56.00	\$57.00
Security Bond - Community Hire	\$1,000.00	\$1,000.00
Security Bond - Standard Hire	\$2,000.00	\$2,000.00

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

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Road Management Infringements		
Conducting works in, on, under or over a road without written consent (section 63) - Natural Person (3 Penalty Units)	\$545.22	\$554.76*
Conducting works in, on, under or over a road without written consent (section 63) - Body Corporate (15 Penalty Units)	\$2,726.10	\$2,773.81*
Failure to comply with clause 13 of Schedule 7 (section 64) - Natural Person (2 Penalty Units)	\$363.48	\$369.84*
Failure to comply with clause 13 of Schedule 7 (section 64) - Body Corporate (5 Penalty Units)	\$908.70	\$924.60*

Finance and project management

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Rates		
Land Information Certificates	\$27.40	\$27.88*
Urgent Land Information Certificates	\$99.10	\$102.00

Reprint of prior years' rates notice	\$12.20	\$12.50
Financial management		
Dishonoured cheques	\$21.90	\$22.40
Merchant surcharge- American Express	0.65%	0.65%
Merchant surcharge-Eftpos and Debit cards	0.59%	0.59%
Merchant surcharge-Visa/ Mastercard Credit cards	1.16%	1.16%

Governance

Description	2021/22 Fee (incl. GST if applicable)	2022/23 Fee (incl. GST if applicable)
Freedom of Information		
Freedom of Information requests (excluding photocopying charges)	\$30.10	\$30.60
Photocopying A4 per copy black and white	\$0.20	\$0.20
Photocopying A4 per copy colour	\$1.00	\$1.00
Search Fees - charge rate is per hour	\$22.60	\$22.90

Measuring performance

Our directions in this Council Plan outline outcome and service measures to monitor progress. Under the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2014* there are prescribed indicators for local government in Victoria which we will also report against. Additionally, there are prescribed sustainable capacity and financial performance indicators. These measures provide insight into the effectiveness of our financial management and our capacity to meet the needs of our community in the future.

Sustainable capacity indicators

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

Indicator / measure	Results 2018/19	Results 2019/20	Results 2020/21	Budget 2021/22	Projection 2022/23
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,977.99	\$1,989.31	\$1,831.72	\$1,865.04	\$2,017.8
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$6,287.75	\$6,175.51	\$6,070.61	\$6,954.09	\$6,935.59
Population density per length of road [Municipal population / Kilometres of local Roads]	425.56	436.23	437.88	450.49	462.98
Own-source revenue per head of municipal population					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,805.92	\$1,827.14	\$1,728.81	\$1,753.72	\$1,821.30
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$97.92	\$93.40	\$83.12	\$146.87	\$72.77
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	10.00	10.00	10.00	10.00	10.00

Definitions

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

Financial performance indicators




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

Indicator	Measure	Forecast	Budget	Projections									Trend
		2021/22	2022/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Operating Position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1.9%	(6.5%)	(0.9%)	0.6%	0.7%	1.3%	1.6%	1.8%	1.8%	1.8%	1.8%	↑
Liquidity													
Working Capital	Current assets / current liabilities	395.1%	343.9%	287.0%	255.3%	244.7%	250.8%	257.6%	265.1%	272.1%	278.5%	284.4%	→
Unrestricted cash	Unrestricted cash / current liabilities	163.1%	131.4%	121.8%	96.8%	89.3%	93.8%	102.0%	113.5%	121.9%	138.1%	147.5%	↑
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	↑
Loans and borrowings	Interest and principal repayments / rate revenue	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	↑
Indebtedness	Non-current liabilities / own source revenue	2.0%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	2.0%	2.0%	2.1%	2.1%	→
Asset renewal	Asset renewal expenditure / depreciation	53.8%	85.4%	93.9%	132.6%	91.4%	83.2%	83.2%	82.4%	82.5%	82.2%	82.3%	→



Indicator	Measure	Forecast Budget Projections											Trend
		2021/22	2022/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	60.1%	60.1%	58.7%	59.2%	59.5%	59.7%	60.0%	60.2%	60.5%	60.7%	61.0%	↓
Rates effort	Rate revenue / property values (CIV)	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	→
Efficiency													
Expenditure level	Total expenditure / no. of assessments	2,938	3,214	3,202	3,194	3,237	3,269	3,312	3,370	3,419	3,475	3,531	↑
Revenue level	Average rate revenue / No. of assessments	1,818	1,675	1,703	1,734	1,768	1,802	1,839	1,877	1,912	1,949	1,987	↑
Workforce turnover	No. of resignations & terminations / average no. of staff	20.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	→

Key to Forecast Trends:

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

Notes to indicators:

1. **Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The underlying deficits in financial years 2021/22 and 2022/23 are largely due the continued impacts of COVID-19. Waste Charges revenue, separated from General Rates in 2022/23, will recover the above rates cap increases in waste cost and for new waste services in future years.
2. **Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to remain at an acceptable level over the period.
3. **Debt compared to rates** – Council retired its \$7.5 million debt in 2021/22. Council has the capacity to use debt to respond to financial risks over the period.
4. **Asset renewal** – This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.
5. **Rates concentration** – Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. Trend indicates Council will become more reliant on rate revenue to all other sources.
6. **Revenue level** – Waste Charge is to be separated from General Rates 2022/23, which is reflected with the reduction to \$1,675. Trend reflects the forecast rates cap increase in future years.
7. **Workforce turnover** – Staff turnover has increased during the COVID-19. It is expected that this will be brought back to historical average of 10 per cent.

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Glossary

Term	Definition
Act	Local Government Act 2020
Accounting Standards	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for Corporations law entities under s296 of the <i>Corporations Act 2001</i> . They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from sources other than grants and non-monetary contributions.
Adjusted underlying surplus (or deficit)	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council which excludes the masking of the net surplus (or deficit) by capital-related revenue.
Annual budget	Plan under Section 127 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.
Annual report	The annual report prepared by Council under sections 131, 132 and 133 of the Act. The annual report to the community contains a report of operations and audited financial and performance statements.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to beneficiaries.
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> (a) enhances an existing asset to provide a higher level of service or (b) increases the life of the asset beyond its original life.

Term	Definition
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Balance sheet	The balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year. The balance sheet should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
Comprehensive income statement	The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
Financial Statements	<p>Sections 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act require the following documents to include financial statements:</p> <ul style="list-style-type: none"> - Strategic Resource Plan - Budget - Annual Report <p>The financial statements to be included in the Budget include:</p> <ul style="list-style-type: none"> - Comprehensive Income Statement - Balance Sheet - Statement of Changes in Equity - Statement of Cash Flows - Statement of Capital Works <p>The financial statements must be in the form set out in the Local Government Model Financial Report.</p>
Statement of capital works	The statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works should be prepared in accordance with Regulation 9 of the Local Government (Planning and Reporting) Regulations 2014.

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Term	Definition
Statement of cash flows	The statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of a reconciliation between the opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.
Statement of changes in equity	The statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The statement of changes in equity should be prepared in accordance with the requirements of AASB 101 Presentation of Financial Statements and the Local Government Model Financial Report.
Budget preparation requirement	Under the Act, a Council is required to prepare and adopt an annual budget by 30 June each year. The Local Government Amendment (Performance Reporting and Accountability) Bill 2013 amends the date the budget must be adopted to 30 June each year - refer section 11(1) of the Bill. This amends section 130 (3) of the Act.
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	Regulation 10 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry forward capital works	Carry forward capital works are those that are incomplete in the current budget year and will be completed in the following budget year.
Council Plan	Means a Council Plan prepared by Council under Section 125 of the Local Government Act 1989. This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework.
Department of Environment, Land, Water and Planning (DELWP)	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP).

Term	Definition
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes.
External influences in the preparation of a budget	Matters arising from third party actions over which Council has little or no control e.g. Change in legislation.
Financial sustainability	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity and borrowings not falling within the definition of cash.
Four-way budgeting methodology (<i>Strategic Resource Plan</i>)	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	Non-current property, plant and equipment excluding land.
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal influences in the preparation of the budget	Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Key assumptions	When preparing a balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, Regulations and other laws and statutes which set a Council's governance, planning and reporting requirements.

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

Term	Definition
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum or rate levels and increases from year to year are made as part of Council's long term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	Local Government (Planning and Reporting) Regulations 2014.
Restricted cash	Cash and cash equivalents, within the meaning of AAS, that are not available for use other than a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	The revised budget prepared by a Council under Section 128 of the Act. Section 128 of the Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act	The purpose of this Act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the Local Government Act 1989
Services, Initiatives and Major Initiatives	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan. The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have major focus in the budget.</p>

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Term	Definition
Statement of Capital Works	Means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance with the model statement of capital works in the Local Government Model Financial Report.
Statement of Human Resources	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.

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