

**We are Port Phillip
Council Plan 2017-27**

Council respectfully acknowledged the Yalukut Weelam Clan of the Boon Wurrung.

We pay our respects to their Elders, both past and present.

We acknowledge and uphold their continuing relationship to this land.

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City Of Port Phillip Councillors

The City of Port Phillip has three wards, each represented by three elected councillors.

The Councillors were elected to the City of Port Phillip for a four year term on 22 October 2016. The Mayor, Councillor Bernadene Voss, was elected by the Councillors on 10 November 2016.

Councillors are responsible for setting the strategic direction for the City, representing the local community in their decision making, developing policy, setting service standards, and monitoring performance.

Map showing wards and photos of each councillor.

Mayor's message

The Councillors and I are pleased to release the City of Port Phillip Council Plan 2017-2027.

This plan is the first of its kind for Port Phillip, as it sets out our long-term vision for the City and the outcomes we want to see over the next 10 years.

Our plan does what no other plan in Victoria does. It clearly links all Council activities and spending with the outcomes we seek for a liveable, inviting and caring City.

It makes a long-term commitment to improve and protect the health and wellbeing of our people and our places.

I am proud to lead a team of councillors who are committed to acting and making decisions in the long-term interests of Port Phillip. We are a diverse group. Our differences are a strength when it comes to making decisions that reflect the needs and desires of our communities.

This plan represents what this Council stands for. It not only delivers for today but sets us up to effectively address the challenges to come. Through this plan, we are continuing to build a City where people belong and our many cultures and differences are welcomed. We are creating a City that is connected and accessible for everyone and, in the face of growth, we are seeking to retain and celebrate the character and heritage of Port Phillip.

This plan will deliver a step change in the way we approach some of our most pressing challenges. Over the next four years we will work towards revolutionising the way we manage waste. We will invest in innovative water harvesting, work with our community to reduce greenhouse gas emissions, and ensure we are adapting to the ever present impacts of a changing climate.

Providing more transport choices and managing parking will also be a key focus as our City grows.

We will work hard with our partners in the Victorian Government to ensure Fishermans Bend is a unique, liveable and welcoming part of the City that we can be proud of.

Building partnerships will be at the heart of our approach to improving our services and ensuring they meet the needs and demands of our changing communities.

This Council is committed to strong governance and financial management that ensures value for money and a sustainable long-term financial outlook. When preparing this plan, we carefully considered the evidence and benefits before committing to spending.

Careful planning, while still investing in the things that matter, means we have achieved a small surplus of \$371,000 and kept the 2017/18 rate increase at two per cent, in line with the Victorian Government rate cap.

Taking a prudent approach to our budget means we are able to invest in improving existing core services and assets for current residents, as well as being well positioned to respond to future challenges.

This plan delivers a significant investment in the basics that matter most to our community and keep our City running. For example, we are increasing our commitment to keeping our streets and villages clean, maintaining our trees and parks, and ensuring community and recreation facilities are fit for purpose and can be used by more people, more often.

We are investing to substantially improve community outcomes, including delivery of our affordable housing strategy and our contribution to the Ferrars Street Education and Community Precinct.

We are also investing in the unique places in our City that are drawcards for residents and visitors, such as enhancing our beautiful foreshore and ensuring the South Melbourne Market remains the best market in the Victoria.

Bigger than ever community engagement has informed this plan. We received more than 2,000 pieces of feedback and 125 submissions to the draft plan, which helped shape our priorities.

Our Council has started to build a great relationship with the community and we look forward to continuing this during our term.

Message from the CEO

We are Port Phillip, Council Plan 2017-2027 is an exciting new chapter in the City of Port Phillip's history.

For the first time, the Council Plan has been integrated with our 10-year financial plan, annual budget and our health and wellbeing plan. This integrated, long-term approach represents a significant shift in the way we plan for our people and places, and ensures that everything we do – our projects, services, people and spending is linked to Council's strategic direction for the City.

Our newly elected Council of nine members representing three wards, is embarking on an ambitious program through this plan. This plan signals an intention to invest in services and projects that ensure Port Phillip remains the bold, liveable, caring and beautiful place residents and visitors know and love.

This plan will commit the organisation to one of our largest ever capital programs, at \$42.5 million in 2017/18. We have achieved this significant level of investment, and an increase in some service levels, while still remaining within the Victorian Government's cap on rate increases. Our approach to maximising organisational efficiencies has enabled this. Over the last two years we have saved \$7 million without reducing services, and we have forecast to

save a further \$1.6 million in the next year. Working closely with the Councillors to prudently budget over the long-term, we have also been able to reduce the impact of the rates cap gap over the next 10 years while keeping pace with the needs of our rapidly growing community.

Successfully delivering this plan will require a commitment to modernising the organisation so we can continuously improve and deliver best value to our community. We are deeply committed to being an efficient and effective organisation that is responsive to our diverse community and easy to work with.

I am very proud to lead a professional organisation that is driven by its commitment to put the community at the heart of everything we do. I look forward to working alongside the Council and the community to put this plan into action.

About this plan

This plan sets out what we want to achieve for the City of Port Phillip by 2027, and how we will support the current and future health and wellbeing of the City and our people.

This plan delivers on our Victorian local government planning obligations under the Local Government Act 1989 and the Public Health and Wellbeing Act 2008. These obligations determine how we plan for community needs and aspirations over the long, medium and short term, and hold ourselves accountable.

This single, integrated plan delivers our council plan, municipal public health and wellbeing plan, strategic resource plan, 10-year financial outlook, and annual budget.

This plan is supported by the Port Phillip Planning Scheme and detailed strategies and delivery plans that will help deliver our vision and the outcomes we are committed to. Within the organisation, department and individual employee plans are also aligned to support the delivery of the Council Plan.

Figure 1: Integrated planning and delivery framework



We are committed to a continuous cycle of planning, implementing, reporting and review to ensure we deliver the best outcomes for the community. This plan will be reviewed, updated and improved every year. In particular, we will improve over time the way we measure our performance and how we plan, report and engage at the neighbourhood level.

We will regularly report on our progress towards achieving the outcomes of this plan, our financial performance and project delivery. These reports, and our annual reports, are available online at www.portphillip.vic.gov.au.

Figure 2: Engaging and reporting on the Council Plan



Partners to our plan

Local government plays a key role in protecting and enhancing liveability and the wellbeing of our current and future communities. We are well positioned to directly influence vital factors like transport and land use planning, housing, protection of the natural environment and mitigating impacts of climate change, fostering local connections, social development and safety.

This plan sets out how we, and agencies working in Port Phillip, will work together to improve community outcomes.

We will partner with other levels of government, community, not-for-profit and business organisations, service providers and residents, to develop, implement and evaluate projects, programs and policies that deliver our vision and improve the health and wellbeing of our people and places.

Section 1: Port Phillip Today and Tomorrow

Our city and our people

The Yalukut Weelam clan of the Boon Wurrung are the first people of the City of Port Phillip, with a continued strong connection to the land. Yalukut Weelam means ‘river home’ or ‘people of the river’ reflecting the original prevalence of wetlands between the Yarra River and the foreshore – a landscape that has altered vastly since European settlement.

Port Phillip is one of the oldest areas of European settlement in Melbourne, known and treasured by many for its urban village feel and artistic expression. It is a city of neighbourhoods, each with its own character, defined by heritage buildings, strip shopping precincts and tree-lined streets.

Port Phillip is one of the smallest municipalities in Victoria, only 21 square kilometres, and the most densely populated with more than twice the population density of the metropolitan Melbourne average.

Port Phillip is a popular inner city area of Melbourne, attracting more than 2.8 million visitors¹ each year, making it one of the most visited places in metropolitan Melbourne, second only to the central business district. The foreshore that stretches over 11 kilometres, and vast public open spaces, make the City highly desirable to residents and visitors.

As we look to 2050, we know that the world will be different. Our physical environment will be more volatile and hostile, technology will continue to rapidly evolve and our urban environment will be more dynamic as information becomes more readily available at all times. Our public places and spaces will significantly change and evolve as residential and mixed use development continues and density increases. Significant population growth is expected over the next 40 years, particularly in the Fishermans Bend renewal area on the northern edge of the City, and in established neighbourhoods like St Kilda Road and South Melbourne.

This plan is shaped by our desire to celebrate our history, protect our character, and encourage inclusion and creativity, while planning for the future of a dynamic and evolving City.

General statistics about the City of Port Phillip

Population (forecast 2017) is 110,967 people

Age profile:

¹ Source: Tourism Research Australia Data (March 2016). Note: Excludes local (Melbourne) visitors.

12% are aged between 0 and 17 years

36% are aged between 18 and 34 years

45% are aged between 35 and 69 years

7% are aged 70 years or more

Household type:

40% are singles

28% are couples without children

20% are families with children

12% are other household types

Country of birth:

31% were born overseas:

6% in the United Kingdom

3% in New Zealand

2% in India

Language spoken at home:

20% of residents speak a language other than English

Top 3 languages spoken at home:

3% of residents speak Greek

1.5% of residents speak Russian

1.5% of residents speak Mandarin

Transport:

26% of residents use public transport to get to work

73% of residents own one or more cars

13% of residents rode bikes and 73% walked as recent modes of transport

Housing:

50% of households rent

41% of households own their own home

8% of households live in social or public housing

Income:

31% of households have a total weekly household income of greater than \$2,500.

Our health and wellbeing

Integrating health and wellbeing into the Council Plan

Working at the interface with community, local government is well-positioned to directly influence conditions that enable positive health and wellbeing. We have a legislative responsibility under the Victorian Public Health and Wellbeing Act 2008 to prepare a Municipal Public Health and Wellbeing Plan every four years.

To recognise the important role Council plays in supporting health and wellbeing, we have integrated the planning, implementation and evaluation requirements of the Municipal Public Health and Wellbeing Plan into this Council Plan. Integrating our plans in this way ensures we are working to protect, improve and promote public health and wellbeing in everything we do.

Socio-economic factors, and the natural and built environment impact on health. By working collaboratively with other levels of government, service providers, business and community we can reduce inequalities and optimise the conditions in which people can be healthy. In this way, we hope to provide coordinated, robust and appropriate responses, including:

- supporting the delivery of an integrated transport network that connects people and places
- designing infrastructure that creates a greener, cooler and more liveable city
- advocating for and facilitating partnerships to support delivery of diverse, affordable housing
- developing policies and programs that strengthen the community to prevent crime, injury and ill-health, and foster positive social and health change.

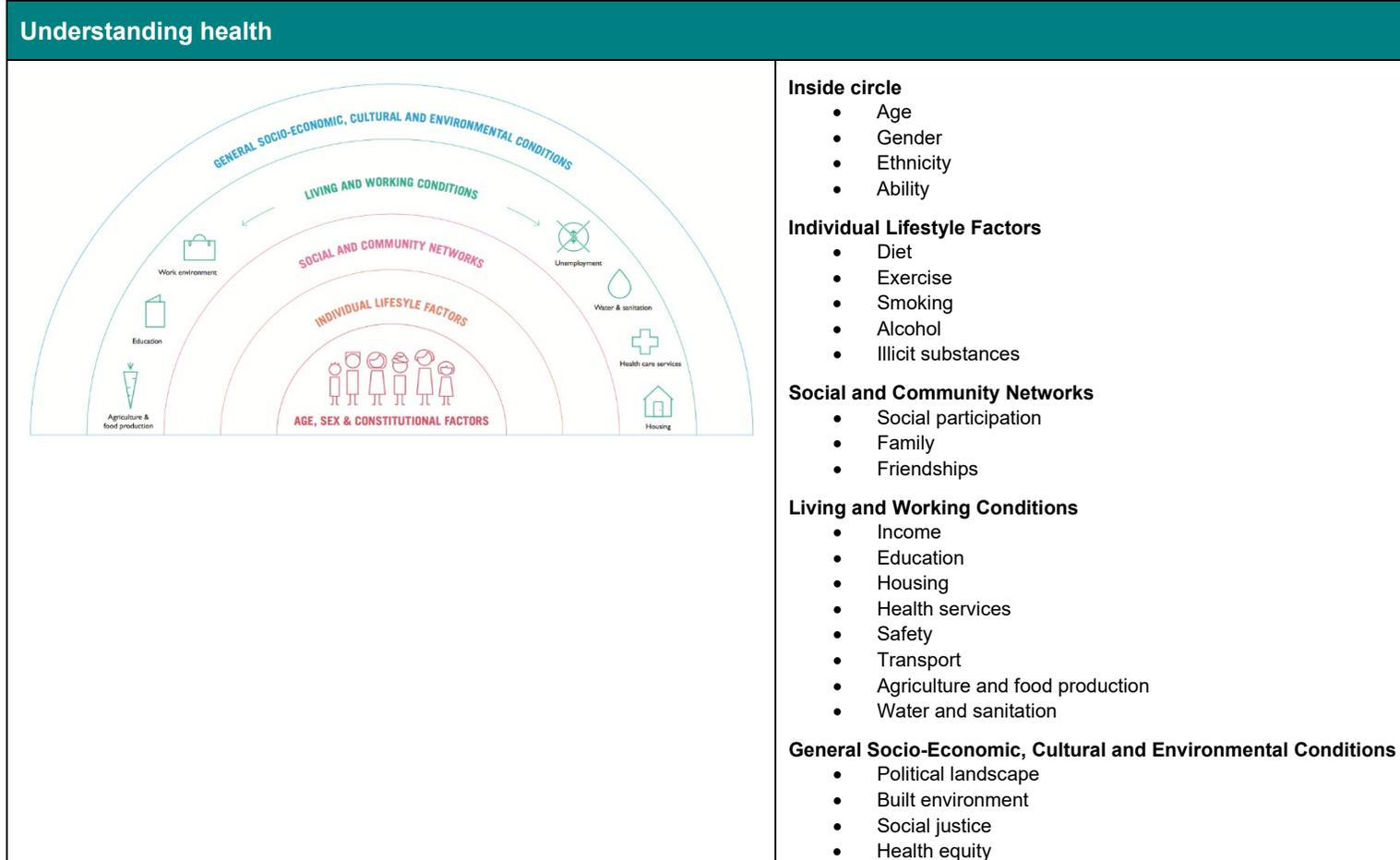
The six strategic directions of this plan have been informed and guided by analysing population health data, community consultation and stakeholder feedback, reviewing international, national, state and local research and policy, and the Victorian Public Health and Wellbeing Plan 2015-2019. This ensures we play our role in achieving the State vision of *“a Victoria free of the avoidable burden of disease and injury, so that all Victorians can enjoy the highest attainable standards of health, wellbeing, and participation at every age”*.

Understanding health

We have embedded the World Health Organisation definition of health in this plan. That is, *“a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity”*.

To support this holistic view of health and wellbeing we need to understand what influences health outcomes. Influences include biological factors and the conditions in which people are born, grow, live, work, play and age – known as the social determinants of health. The Social Model of Health diagram shows this best, with individuals at the centre. This model guides our efforts and those of our partners to promote conditions that support people to be healthy.

We know that there will always be differences in health status in our community. These differences do not happen by chance. They follow social patterns and a trajectory by which an individual's overall health tends to improve at each step up the economic and social hierarchy. That is why we have a role in working to reduce health and wellbeing inequalities, by committing to prevention and early intervention across the life course and by embedding health equity and social justice principles in everything we do.



Port Phillip's health profile

- 7% currently smoke
- 6% eat enough fruit and vegetables

- 59% get enough physical activity
- 38% are pre-obese or obese
- 53% have at least one chronic disease
- rate of sexually transmissible infections is nearly four times state average
- each person spends \$50 per week on alcohol and \$297 on pokies annually
- 44% at risk of alcohol-related harm each month and 69% lifetime risk
- rate of criminal offences is nearly 1.5 times state average
- 96% feel safe walking alone during the day and 65% at night
- 1,023 family violence incidents per 100,000 people
- 31% experienced anxiety or depression in their lifetime
- 43% excellent/very good health status (self-reported)

Victorians' health and wellbeing is high by international standards and significant gains have been made in recent years. The health and wellbeing of the Port Phillip community is similarly relatively high.

Available data shows that we are similar to the Victorian average in terms of general wellbeing, life satisfaction, day time safety, resilience, levels of psychological distress, participation in health screening activities (for example, blood pressure check), neighbourhood cohesion, social trust, willingness to intervene in a situation of family violence, and fruit, vegetable and water consumption.

Our community has some more favourable outcomes than the Victorian average, such as levels of physical activity and obesity, smoking rates, income and socioeconomic indicators, and some chronic diseases. Port Phillip also has higher than average levels of gender equity awareness, which contributes to lower rates of family violence. Our efforts in these aspects of health and wellbeing must continue to maintain these positive outcomes.

However, we also experience less favourable outcomes. Areas of concern include use of alcohol and illicit drugs, crime, sedentary work behaviours, housing affordability, people experiencing homelessness, and sexually transmissible infections.

Favourable health outcomes	Unfavourable health outcomes
<ul style="list-style-type: none"> • Almost two-thirds of Port Phillip residents feel safe walking alone in their local area after dark, which is significantly more than the state average. • The percentage of people who do not meet physical activity guidelines is the lowest in the state. • Port Phillip residents eat significantly more serves of vegetables per day than the state average. • The rate of reported obesity is the lowest in the state. • Significantly lower smoking rate than the state average. • The percentage of people who believe multiculturalism makes life better is among the highest in the state. • The median household income is among the highest in the state and the percentage of people with income less than \$400 per week is the lowest in the state. • The percentages of households with mortgage stress and rental stress are among the lowest in the state. • The percentage of social housing is among the highest in the state. • Use of public transport to get to work is the highest in the state. • The percentage of people reporting arthritis is the lowest in the state, and the percentages reporting type two diabetes and high blood pressure are among the lowest. • Kindergarten fee subsidy rate is the lowest in the state. • Infant breastfeeding rates are among the highest in the state. • The percentage of children with speech or language problems at school entry is among the lowest in the state. 	<ul style="list-style-type: none"> • The rate of criminal offences is among the highest in the state. • Significantly higher levels of time spent sitting on a usual work day than state average. • Significantly greater number of residents identified as being at risk of short-term harm from alcohol, and the number of people identified as being at very high risk of short-term harm is the highest in state. • Significantly greater number of residents who agree that getting drunk every now and then is okay. • Significantly higher rates of alcohol related ambulance attendances, hospitalisation, emergency department presentations and assault, including the highest rate of male alcohol-related hospitalisations in the state. • Significantly higher rate of pharmaceutical related ambulance attendances. • Significantly higher rates of illicit drug related ambulance attendances (in particular for amphetamines, meth-amphetamines and ecstasy) and the highest hospitalisation rate in the state. • The percentage of people who feel they are able to get help from neighbours is among the lowest in the state. • The median weekly rent for a three-bedroom home is the highest in the state and the median house price is among the highest in the state. • The estimated rate of homeless people per 1,000 population is the highest in the state. • Significantly higher rates of sexually transmissible infections.

This plan seeks to understand the complexities of these outcomes, and identify how we can work together with our partners to improve our health and wellbeing.

Our challenges

We have identified seven significant, long-term challenges facing our City, that we have considered when developing this long-term plan:

- Climate Change

- Population growth
- Urbanisation
- Transport and parking
- Legislative and policy influence
- Changing economic conditions
- Rapid evolution of technology.

How we respond to these challenges impacts the liveability of our City, and the health of our community and has shaped this plan and the services we provide.

Climate change

Port Phillip is already experiencing the impacts of climate change, including temperature increases (of between 1.2 and 1.4 degrees since 1950), lower than average rainfall (a decrease of between 100 and 200 millimetres since 1950), more flooding, sea level rise (of between 0.08 to 0.17 metres above the 2005 level), and a notable increase in the number of days over 35 degrees².

Our City is Melbourne's playground. The beach lifestyle and coastal activities are very attractive and important to the health and enjoyment of residents and visitors. However, Port Phillip is built on reclaimed land to the south and north. Much of the City is only one to three metres above sea level and coastal areas are exposed to the impacts of climate change, especially flooding and erosion. Port Phillip is located at the bottom of the Elster Creek and Yarra River catchments, requiring a regional 'whole-of catchment' partnership approach to enable both proactive and emergency flood management responses.

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. For example, those experiencing health or housing crises will be more vulnerable to periods of extreme heat or cold.

This will have an impact on Council services. Assets may be unable to provide the same level of service to the community. In particular, drainage (currently beyond capacity) and Council facilities may become cost-prohibitive to operate if they are not developed to the required sustainable design standards.

Greenhouse gas emissions reduction is one important way to address climate change and avoid dangerous temperature increases. Ninety-nine per cent of Port Phillip emissions are community generated, and these are increasing as our City grows and reliance on car travel continues.

² Climate Ready Victoria: Greater Melbourne, November 2015, State of Victoria Department of Environment, Land, Water and Planning.

Population growth

Port Phillip's population is expected to grow to more than 167,8703 people by 2041, a significant 51 per cent increase from the 2017 estimate of 110,967 people. Over the life of this plan, our population is expected to grow by 23 per cent to 136,300⁴.

Our worker population will also rise dramatically. Fishermans Bend is expected to cater for 60,000 jobs by 2050, with just over half of these jobs (33,715) projected to be within Port Phillip. Adjacent municipalities are also expected to grow significantly. The population of the City of Melbourne is projected to double over the next 30 years.

Growth will not be uniform across our City. The St Kilda Road, Sandridge/Wirraway and Montague neighbourhoods are projected to grow significantly. Other established neighbourhoods will experience lower population growth.

In 2041, the population will continue to be highly mobile and dominated by 25-39 year olds, but with an increasing number of older people. The forecast median age for the Fishermans Bend suburbs (Montague, Sandridge/Wirraway) is 29, 30 and 34 years of age respectively. Our community will likely be more diverse, as the number of people born overseas grows. More than two-thirds of our households will be single person or couples without children.

Population growth and associated demographic and socio-economic shifts will increase demand for all Council services and amenities. Health inequities and wealth disparity may be exacerbated if people find it difficult to access programs, services and amenities that support health and wellbeing. Coupled with the increasing cost of providing services, increasing demand will stretch services and infrastructure. Achieving a balance between the economic benefits of tourism and thriving entertainment and shopping precincts, and minimising social harm and protecting residential amenity may become more challenging.

Transport and parking

Integrated transport infrastructure and services support healthy behaviours including safe walking, bike riding and use of public transport, and enjoyment of entertainment precincts, parks and open spaces.

Road network congestion will continue to be an issue as our population grows. The road network for cars is at capacity and cannot be increased. The Victorian Government is prioritising more efficient and sustainable modes like trams, walking and bike riding. So we can expect that, in real terms, road network capacity for private cars is likely to remain static or decrease over time.

Managing on-street car parking for different users – residents, workers and visitors – is also an ongoing challenge. In many parts of the City, demand for parking outstrips supply, and decisions will need to be made about how to best allocate this scarce resource.

Managing congestion as our City grows will only be possible by supporting people to travel by non-car modes. This will require ongoing investment in walking and bike riding infrastructure, behaviour change initiatives, and partnerships with the Victorian Government to deliver 'place and movement' projects that invest in our public spaces and increase public transport service levels, capacity and accessibility.

³ [Forecast.id](#) projections.

⁴ [Forecast.id](#) projections.

Traffic and parking congestion has a significant impact on our environment and health, and compromises the liveability of our City. Without safe and accessible transport, some people will be constrained in their ability to stay connected and participate in important aspects of community life, like work, exercise, visiting friends and family, and accessing services and programs.

Increases in car trips cannot easily be accommodated, especially during peak travel times. It is expected that there will be a continuing shift to public transport, walking and bike riding, where these alternatives are safe, direct and convenient.

It will be important to ensure our public spaces are places for people, accessible by walking and riding a bike, and offer opportunities to be healthy. Learning from European cities, early planning for high capacity bike parking across the City will be required, with the new Domain station presenting a significant opportunity.

Urbanisation

Population growth will drive an increase in urban density. Fishermans Bend will make a significant contribution to housing growth, with new high density neighbourhoods. The density of established areas across the City will also increase, with the St Kilda/St Kilda West and St Kilda Road neighbourhoods accounting for more than half of the projected housing growth outside Fishermans Bend over the next 20 years. We will see more medium to high density residential development and continued pressure to convert commercial areas to residential use. If not carefully managed, this could pose a threat to neighbourhood character and heritage.

Compact cities enable more people to be connected to the things they need to be healthy, like public transport, employment, education and services. However, urban environments increase exposure to pollution and traffic accidents, and reduce access to nature and green open spaces. Maintaining liveability in a higher density city will take concerted effort.

Demand for inner city housing increases price, and can constrain socio-economic and demographic diversity. Higher density, mixed use development means that we are fast becoming a 24 hour city. The ever growing night time economy, and social issues like drug and alcohol abuse and family violence, become more visible and intensified in urban areas.

With increasing density and vertical living, more people will use our parks, villages, roads and footpaths, beaches and public transport. Improving travel choices and access to high frequency public transport will ensure liveability for residents, workers and visitors. Our public spaces and waterfront will need to be welcoming to all and cater for different and increased use as they become residents' 'backyards'.

Our neighbourhoods will need to be safe and walkable, with good access to shops and flexible community spaces, and have a balance of residential and business use so we can reap the benefits of a vibrant 'mixed use' city and support healthy, active and connected communities.

Housing affordability will continue to be a concern. Housing costs in Port Phillip are twice the Melbourne average and most low and moderate income households find buying a home and private rentals increasingly unaffordable.

Rapid evolution of technology

The world is becoming more connected. People, businesses and governments are increasingly moving online to connect, deliver and access services, obtain information and perform activities like shopping and working. Technology is also changing the way our residents work. Around one in every 12 workers works from home.

We can expect increasing demand for council services to be delivered online, and for engagement through social media and other digital means. We will need to respond to this demand and think about how we operate and support people to connect with Council, particularly those who have limited online access and/or digital literacy. The digital shift will reshape how we deliver services and engage our community in decision making.

Technological advances also present opportunities for Council to consider new methods of service delivery, such as electronic parking management, that have the potential to offer efficiencies and improved community outcomes. New technologies will enable our workforce to be more mobile and deliver services that support community health and wellbeing where, when and how they want them.

Legislative and policy influence

All Victorian councils operate in a complex legislative and policy environment that includes 75 Acts of Parliament and 28 Regulations. The key Act (the Local Government Act 1989) is under review.

Government funding is being reduced or withdrawn from several sectors, placing additional expectation on local government to fill the gap. This trend of government cost shifting, along with increased compliance, will likely continue. Large-scale sector reforms will exacerbate this challenge, requiring service model changes that may impact on those in our community with the most complex needs.

In addition, the cap on rate increases means local government's ability to control revenue is constrained. As a result, we are experiencing increased strain on our financial sustainability. The cap on rate increases is forecast to impact our bottom line by \$35 million over the next 10 years if we don't make changes to the way we operate. Difficult decisions will need to be made about our services, investments and assets to ensure the health and wellbeing of our people and places within these fiscal constraints.

Changing economic conditions

Port Phillip's economy was close to \$12 billion in 2015⁵, contributing 4.2 per cent of the greater Melbourne economy. Our economy grew significantly in the early 2000s, and slowed over the last 10 years, but we experienced 2.9 per cent growth in GRP⁶ between 2013 and 2015⁷.

In recent years we have experienced some growth in the number of businesses and jobs - particularly in construction, manufacturing and some services. We have a higher than average proportion of professional, scientific and technical services (23.6 per cent compared to 9.1 per cent in Victoria), arts and recreation services (2.8 per cent compared to 1.6 per cent) and information media and telecommunications (4 per cent compared to 2.2 per cent). The South Melbourne precinct has one of the highest concentrations of creative industries in Australia. Despite this, 75 per cent of our working population leave the area for work.

The Port Phillip neighbourhoods of Fishermans Bend are currently home to over 750 businesses and approximately 12,000 workers⁸. The transition of Fishermans Bend to a mixed use community will have a significant impact on the number and type of businesses and jobs in that area.

⁵ [Economy.id](#), City of Port Phillip Economic Profile.

⁶ Gross Regional Product (GRP) is the market value of all final goods and services produced within an area in a period of time.

⁷ [Economy.id](#), City of Port Phillip Economic Profile.

⁸ [Economy.id](#), City of Port Phillip Economic Profile.

Our people can expect to spend more time travelling to work outside of the City. We may also continue to experience a change in the nature of our business community as high rental prices put pressure on smaller businesses.

Socio-economic factors have a significant impact on health and wellbeing. The spectrum of people considered vulnerable is widening due to increased costs of living, rental and property costs, social exclusion and health inequity. More than 8,000 residents are living in housing stress and 2,500 residents are on the public housing waiting list (excluding local community housing waiting lists). In the last two years, we have seen an increase of 104 per cent in the number of calls received about people sleeping rough in public places. We expect to observe ever-increasing vulnerability in our community.

Our vision

We are beautiful, liveable, caring, inviting, bold and real

Our strategic directions

We will deliver the vision for Port Phillip through six directions. The plan is structured around these directions and the outcomes for the health and wellbeing of our people and places that we want to see by 2027.

How this plan responds to our community

The table that follows shows how this plan responds to our identified emerging health issues and the Victorian Public Health and Wellbeing Plan 2015-19.

There are four emerging health issues for Port Phillip. We determined these by analysing population health data and identifying priorities, and then assessing what impact we can have on the issue.

1. Housing and homelessness.
2. Social inclusion and diversity.
Including social network and mental health (prevalence of and lifestyle risk factors).
3. Safety.
Including crime, alcohol, illicit and pharmaceutical drugs and family violence.
4. Access to information and services.
Including health services, maternal and child health, sexual and reproductive health, preventative action, health status, and prevalence of illness and disease.

Outcomes by 2027	Emerging health issues that will be addressed	State health priorities that will be addressed
Strategic direction 1: We embrace difference, and people belong		
1.1 A safe and active community with strong social connections	Social inclusion and diversity Safety	Reducing harmful alcohol and drug use Preventing violence and injury
1.2 An increase in affordable housing	Housing and homelessness	Improving mental health
1.3 Access to services that support the health and wellbeing of our growing community	Access to information and services	All
1.4 Community diversity is valued and celebrated	Social inclusion and diversity	Improving mental health
Strategic direction 2: We are connected and it's easy to move around		
2.1 An integrated transport network that connects people and places	Access to information and services Social inclusion and diversity Safety	Healthier eating and active living Preventing violence and injury
2.2 Demand for parking and car travel is moderated as our City grows		
2.3 Our streets and places are designed for people		
Strategic direction 3: We have smart solutions for a sustainable future		
3.1 A greener, cooler and more liveable City 3.2 A City with lower carbon emissions 3.3 A City that is adapting and resilient to climate change 3.4 A water sensitive City 3.5 A sustained reduction in waste	Access to information and services Housing and homelessness	Healthier eating and active living Improving mental health
Strategic direction 4: We are growing and keeping our character		

Outcomes by 2027	Emerging health issues that will be addressed	State health priorities that will be addressed
4.1 Liveability in a high density City 4.2 A City of diverse and distinctive neighbourhoods and places	Housing and homelessness Access to information and services Social inclusion and diversity Safety	Healthier eating and active living Improving mental health Reducing harmful alcohol and drug use
Strategic direction 5: We thrive by harnessing creativity		
5.1 A City of dynamic and distinctive retail precincts 5.2 A prosperous City that connects and grows business 5.3 A City where arts, culture and creative expression is part of everyday life	Access to information and services Safety Social inclusion and diversity	Reducing harmful alcohol and drug use Preventing violence and injury Improving mental health
Strategic direction 6: Our commitment to you		
6.1 A financially sustainable, high performing, well governed organisation that puts the community first	Social inclusion and diversity Access to information and services	All

How the community helped shape this plan

Your views and aspirations for the City have been important contributions to this plan.

During February 2017, we ran a comprehensive community engagement program asking for your feedback on how to tackle some of the challenges we face and what you value most about the City.

Community engagement was widely promoted through a range of channels, including Council and library websites, social media, advertisements in local newspapers, and email updates to community networks. Postcards were distributed in town halls, libraries, shopping precincts, markets, childcare centres, community centres and other sites across the City. Community ideas and feedback was captured through:

- community surveys
- an avatar survey identifying community personas
- pop-up conversations between the community and Councillors

- targeted focus groups
- stakeholder meetings
- online discussion forums
- special focus workshops to explore particularly significant challenges like transport, parking and managing waste.

Tailored conversations and activities ensured that a range of groups were involved (including some that are typically harder to reach), such as Indigenous, culturally and linguistically diverse, older people, faith-based communities, youth and children. We used several methods, including facilitated focus group conversations, interpreters to assist with completing the community surveys, and translated feedback forms in Greek, Polish and Russian. A large print survey was provided to community members on request, to ensure the engagement was accessible and everyone had an opportunity to contribute their ideas.

We engaged community researchers to conduct surveys that were inclusive of all members of our community, to extend our reach to people who do not typically engage with Council. Community researchers are graduates of the *Voices of the South Side* program that provides public speaking, advocacy, research, communication and teamwork skills to people who live in social and public housing in Port Phillip.

Survey questions and prompts emphasised the central role that local government plays in creating communities and environments in which people can thrive. We know we have influence over some of the most powerful contributors to health and wellbeing, like employment, social support, land-use planning, transport and access to cultural activities, so we are ideally placed to have a profound impact on the quality of life of our community.

We received more than 2,000 pieces of feedback, and reached 450 people through the tailored engagement with harder to reach groups in our community. 125 groups and individuals made a submission to the draft Plan when it was released in April.

Community engagement and consultation to help develop this plan is just one thread of an ongoing conversation about how to support the health and wellbeing of our community. We are committed to monitoring social change and participating in research to understand emerging trends based on evidence, working with community and other partners to innovate and advocating to meet community needs. We will do this by working with the Port Phillip Health and Wellbeing Alliance, Youth Advisory Committee, Older Persons Consultative Committee, Access Network, Multicultural Forum and Multifaith Network to develop policy, services and infrastructure that best meet diverse community needs.

The table that follows shows the key themes from our community engagement and consultation. This plan responds by reinforcing the attributes of our City that our community values most and planning for the City they want to see in 10 years' time.

What our communities value	How this plan responds
<p>Supportive City for all</p> <p>There is a desire to support all people in the community, including those who are most vulnerable and from diverse backgrounds, and to invest in supporting healthy living and community wellbeing for people of all ages, abilities and life stages. Council's role in developing community capacity was emphasised.</p>	<p>We embrace difference, and people belong (Direction 1)</p> <p>The plan identifies priorities that will deliver:</p> <p>An active and well connected community, with access to services that enhance health and wellbeing. An increase in affordable housing, services targeted at supporting community members experiencing vulnerability, and programs and events that celebrate and are inclusive of our diverse cultural communities.</p>

What our communities value	How this plan responds
<p>Transport choice and parking management</p> <p>Improving transport, traffic management and parking management is one of the City's greatest challenges. Our community wants a city that makes it easier and more enjoyable to walk, bike ride or use public transport. There are wide ranging views about how to manage parking.</p>	<p>Highlights of the plan include:</p> <p>Major upgrades to sporting and community facilities, investing in delivering new affordable housing projects by partnering with housing organisations, and ensuring our services meet the needs of our rapidly growing community.</p> <p>We are connected and it's easy to move around (Direction 2)</p> <p>The plan identifies priorities that will deliver:</p> <p>A transport network offering real travel choices, an improved framework for managing our limited parking supply, and streets that are designed for healthy people, not cars.</p> <p>Highlights of the plan include:</p> <p>Developing an Integrated Transport Strategy, investing in improving pedestrian safety and the continuity of our bike routes, and advocacy to address gaps in the public transport network, including a high frequency tram connection to Fishermans Bend.</p>
<p>Creating a sustainable city and managing climate change</p> <p>Reducing greenhouse gas emissions and managing a changing climate are considered key challenges. Ensuring an environmentally sustainable City is considered important.</p>	<p>We have smart solutions for a sustainable future (Direction 3)</p> <p>The plan identifies priorities that will deliver:</p> <p>A cooler city through greening our buildings and streets. A city that has reduced waste going to landfill and increased the use of renewable energy sources. A city and community that has adapted for climate change and reduced the risk of flooding.</p> <p>Highlights of the plan include:</p> <p>Developing a Sustainable City Community Action Plan and a new Sustainability Strategy Beyond 2020. Investing in stormwater harvesting, solar energy, waste service innovation and the EcoCentre.</p>

What our communities value	How this plan responds
<p>Sense of place and community</p> <p>Our communities value the places where they live, including beaches, parks and gardens. Clean, safe, and inviting streets, spaces and amenities are important to our community now and in the future. Protecting heritage and iconic buildings is also considered important.</p> <p>Developing our neighbourhoods in a balanced way</p> <p>How our neighbourhoods can provide for growth, and maintain character is considered a challenge for the City.</p>	<p>We are growing and keeping our character (Direction 4)</p> <p>The plan identifies priorities that will deliver:</p> <p>Liveability as the City grows and urban density increases, by ensuring high quality buildings contribute to safe, lively streets, and enhanced public spaces to cater for increased demand. Protection of the City's valued heritage places and 10-minute neighbourhoods to reinforce the sense of place.</p> <p>Highlights of the plan include:</p> <p>Reviewing planning policy to effectively manage urban growth, strengthening heritage controls and developing a new Public Spaces Strategy. Working in partnership with the Victorian Government to develop a robust planning framework and precinct plans for Fishermans Bend to ensure a world class renewal area.</p>
<p>Creativity and diversity of the City</p> <p>The culture and vibrancy of Port Phillip is highly regarded and considered part of what makes the City unique.</p> <p>Balancing activation with protecting local amenity</p> <p>Supporting businesses and activating shopping strips is seen as an opportunity. Events, festivals and attractions that bring people to the City need to be managed in a way that protects local amenity.</p>	<p>We thrive by harnessing creativity (Direction 5)</p> <p>The plan identifies priorities that will deliver:</p> <p>A city where arts, culture and creative expression is part of everyday life, our creative industries cluster has grown, and thriving retail centres are a focal point for local communities and business.</p> <p>Highlights of the plan include:</p> <p>Investing in retail precincts to improve accessibility and facilitating renewal. Developing a Creative and Prosperous City Strategy and transforming our libraries as creative and learning spaces.</p>

A full summary of the feedback received is available at www.portphillip.vic.gov.au/haveyoursay.

Strategic direction 1: We embrace difference, and people belong.

What we want to see by 2027

- 1.1 A safe and active community with strong social connections
- 1.2 An increase in affordable housing

- 1.3 Access to services that support the health and wellbeing of our growing community
- 1.4 Community diversity is valued and celebrated

How we will measure progress

Outcome indicators	2014/15 result	2015/16 result	2017/18 target	2020/21 target	2026/27 target
Residents that agree Port Phillip is a welcoming and supportive community for everyone	96%	93%	>95%	>95%	>95%
Social housing as a percentage of housing stock (Average 92 new dwellings per year required to maintain performance)	7.2%	7.2%	7.2%	7.2%	7.2%
Wellbeing index (VicHealth Indicators Survey self-reported index, available every four years)	n/a	77.5	n/a	>77.5	>77.5

By 2027 we want to see:

- 1.1 A safe and active community with strong social connections

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Providing access to flexible, multi-purpose facilities that support participation in community life through sport, recreation and life-long learning.</p> <p>B Supporting programs that create social connections and strengthen community networks.</p> <p>C Building community capacity by harnessing the knowledge, expertise and spirit within our community.</p>	<ul style="list-style-type: none"> • Plan and deliver a long-term program of sports field and pavilion upgrades to enhance capacity and broaden community participation in sport and recreation. • Redevelop the South Melbourne Life Saving Club to provide contemporary clubhouse facilities and public amenities. • Invest in a long-term program of community facility upgrades to ensure they are fit for purpose and meet current and future community needs. • Establish outdoor gyms and fitness stations in open space and continue to upgrade recreation reserves and skate parks to facilitate an active, healthy community.

We will work towards this outcome by:	Our priorities for the next four years:
	<ul style="list-style-type: none"> • Deliver community strengthening programs that harness community knowledge and expertise to support leadership, learning and volunteering, improve safety and foster positive social and health outcomes. • Implement a whole of Council and community approach to preventing and responding to family violence. • Collaborate with partners to understand and minimise the harms associated with alcohol and drug use. • Provide funding to groups and organisations that support local networks, encourage community participation and support access and inclusion.

1.2 An increase in affordable housing

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Pursuing new, sustainable funding streams to significantly increase the supply of social housing.</p> <p>B Establishing and facilitating partnerships to support diverse and innovative new affordable housing projects, and reduce the risk of homelessness.</p>	<ul style="list-style-type: none"> • Implement In Our Backyard – Growing Affordable Housing in Port Phillip 2015-2025 to increase the supply and diversity of affordable housing aligned to priority local needs – low income families, older people, key workers, and single people at greatest risk of homelessness. • Continue to implement the Homelessness Action Strategy 2015-2020 and provide support for people experiencing homelessness to access suitable housing. • Use Council property assets (land and air space contributions) and cash contributions to facilitate delivery of new community housing units by local housing organisations, including progressing development of 46-58 Marlborough Street, Balaclava. • Work with the Victorian Government and local community housing organisations to optimise benefits from existing social housing sites, through increased yield, quality and housing type, aligned to local needs. • Facilitate partnerships between the community housing, private and philanthropic sectors that fund and deliver new housing projects, including in Fishermans Bend.

1.3 Access to services that support the health and wellbeing of our growing community

We will work towards this outcome by:	Our priorities for the next four years:
A Facilitating access to relevant services that cater for all ages and life stages.	<ul style="list-style-type: none"> • Deliver new community spaces as part of the integrated Ferrars Street Education and Community Precinct at Fishermans Bend.

We will work towards this outcome by:	Our priorities for the next four years:
<p>B Supporting co-located and integrated services, and shared use arrangements, to improve access for all.</p> <p>C Exploring partnerships and innovative ways of delivering services.</p>	<ul style="list-style-type: none"> • Implement outcomes from reviewing Council’s role in aged care and disability support services, in the context of national sector reforms and with the aim of facilitating continued access to relevant, quality services. • Complete the review of children’s services to determine Council’s future role in early childhood education and care. • Explore new models of providing services and advocate to ensure the right mix and level of services to improve access and health equity for our communities. • Implement improvements to maternal and child health services and family support services that respond to growing and changing demands. • Investigate the feasibility of a dedicated youth space, including through potential partnership arrangements. • Collaborate with partners and service providers to undertake neighbourhood planning and delivery of community infrastructure, services, programs and outreach that promote health and social inclusion and are aligned to community needs. • Provide funding to community organisations and service providers to ensure access to relevant services and programs.

1.4 Community diversity is valued and celebrated

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Supporting programs and events that engage, honour and are inclusive of our diverse social and cultural communities.</p> <p>B Targeting services and building community capacity to support vulnerable members of our community, emphasising prevention and early intervention.</p> <p>C Protecting and promoting Aboriginal culture and heritage, and continuing</p>	<ul style="list-style-type: none"> • Establish the Pride Centre in St Kilda. • Work with the Port Phillip Health and Wellbeing Alliance, Youth Advisory Committee, Older Persons Consultative Committee, Access Network, Multicultural Forum and Multifaith Network to develop policy, services and infrastructure that best meet diverse community needs. • Ongoing delivery of programs and events that celebrate our diverse communities, including multicultural and multifaith events, senior events, and the Pride March. • Review the Port Phillip Social Justice Charter. • Retain Council’s Access and Ageing Department Rainbow Tick accreditation to ensure LGBTIQ inclusive service delivery.

We will work towards this outcome by:	Our priorities for the next four years:
reconciliation with our Indigenous community.	<ul style="list-style-type: none"> Develop and implement our second Reconciliation Action Plan 2017-2019, including the Aboriginal and Torres Strait Islander employment policy, and update the Aboriginal and Torres Strait Islander Arts Plan.

This direction is supported by:

Instrument	Description
Advocacy priorities	<p>Advocate to the Victorian Government:</p> <ul style="list-style-type: none"> for an affordable housing target in Fishermans Bend to introduce 'Inclusionary Zoning' to deliver affordable and social housing through private sector development for improved public and social housing, and better standards for boarding and rooming houses, to improve safety, amenity and privacy of residents to improve access to education and additional schools in Port Phillip. <p>Advocate to the Federal Government for funded support and tax reform that addresses housing affordability.</p>
Engagement and partnership priorities	<p>Ongoing collaboration with partners to the Health and Wellbeing Alliance.</p> <p>Suai Covalima Timor Leste Partnership.</p> <p>Work in partnership with Victoria Police, the community and local service agencies to improve community safety.</p> <p>Work with new and current partners to monitor and respond to health and social change through research and evidence-based policy.</p> <p>Work with academic partners to undertake place-based evaluations of health outcomes.</p> <p>Work with inner Melbourne councils to collaborate on regional sport and recreational planning and delivery.</p>
Strategies / plans. These are mapped to the direction they primarily contribute to. Some strategies, plans and policies will contribute to multiple directions.	<p>Childcare Policy 2006</p> <p>Disability Policy 2011</p> <p>Family, Youth and Children Collaborative Practice Framework 2016</p> <p>Family, Youth and Children Strategy 2014-2019</p> <p>Friends of Suai Strategic Plan 2010-2020</p> <p>Homelessness Action Strategy 2015-2020</p>

Instrument	Description
	In Our Backyard – Growing Affordable Housing in Port Phillip 2015-2025
	Middle Years Commitment and Action Plan 2014-2019
	Protocol for Assisting People Who Sleep Rough 2012
	Reconciliation Action Plan 2017 (<i>under development</i>)
	Social Justice Charter 2011
	Sport and Recreation Strategy and Implementation Plan 2015-2024
	Youth Commitment and Action Plan 2014-2019

Key projects that will be underway by 2027:

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
Affordable housing and homelessness	In Our Backyard Strategy Implementation. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$210,000	Partner	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Ageing and accessibility	Aged Care Transition Service Review	\$183,000	Deliver	Finish	n/a	n/a	n/a	n/a
Children	Children's Centres Improvement Program	\$3,800,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Ongoing
	Bubup Nairn Non Compliance Works	\$990,000	Deliver	Finish	n/a	n/a	n/a	n/a
	Children's Services Review Implementation	\$210,000	Deliver	Finish				
Community programs and facilities	Ferrars Street Education and Community Precinct Community Facilities and Netball Courts. This is a major initiative that will be reported on in Council's Annual Report,	\$2,995,000	Fund	Finish	n/a	n/a	n/a	n/a

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
	pursuant to section 131 of the <i>Local Government Act 1989</i> .							
	Community Facilities Upgrade Program – Liardet Street Community Centre	\$560,000	Deliver	Finish	n/a	n/a	n/a	n/a
	Community Facilities Upgrade Program – South Melbourne Community Centre	\$590,000	Deliver	Finish	n/a	n/a	n/a	n/a
	Pride Centre Implementation	\$20,000	Partner	Start	Ongoing	Finish	n/a	n/a
Families and young people	Adventure Playgrounds Upgrade	\$700,000	Deliver	n/a	n/a	n/a	Start	Finish
Recreation	JL Murphy Reserve Pavilion Upgrade. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$2,472,000	Deliver	Start	Finish	n/a	n/a	n/a
	Peanut Farm Reserve Sports Pavilion Upgrade. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$2,815,000	Deliver	Ongoing	Finish	n/a	n/a	n/a
	South Melbourne Life Saving Club Redevelopment. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$6,350,000	Deliver	Start	Ongoing	Finish	n/a	n/a
	North Port Oval Upgrade	\$2,950,000	Deliver	n/a	Start	Ongoing	Finish	n/a
	Sports Playing Field Renewal Program	\$800,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
	Julier Reserve Pavilion Upgrade	\$240,000	Deliver	n/a	n/a	Start	Ongoing	Finish
	Lagoon Reserve Sport Field Upgrade	\$100,000	Deliver	n/a	n/a	n/a	Start	Finish
	Recreation Reserves Facilities Renewals Program	\$1,135,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Services that contribute to this direction

Service category and description	Expenditure type	2017/18	2018/19	2019/20	2020/21
Affordable housing and homelessness - support people at risk of or experiencing homelessness through direct services and facilitating an increasing supply of affordable housing through research and advocacy, contributing property and funding for community housing projects, and facilitating affordable housing developments by the public, private and community sectors.	Operating expenditure	\$1,479,490	\$1,446,325	\$1,484,787	\$1,548,791
	Capital expenditure	\$0	\$0	\$0	\$0
Ageing and accessibility – facilitate independence and promote social connectedness for older people and those living with a disability by providing in-home support services, social inclusion programs, funding for community groups and service providers, assessing clients to determine their needs, and consulting with community committees and networks. Note: this service may change over the next four years in response to national sector reforms.	Operating expenditure	\$10,317,495	\$10,488,905	\$10,856,657	\$11,337,449
	Capital expenditure	\$76,176	\$121,032	\$119,808	\$89,496
Children – help families achieve their full potential by providing, funding and advocating for high quality, affordable early childhood education and care, maternal and child health services, playgroups and toy libraries. Note: this service may change over the next four years to reflect changing demand and service models.	Operating expenditure	\$17,180,054	\$17,485,509	\$18,097,687	\$18,897,691
	Capital expenditure	\$1,565,392	\$1,190,344	\$1,389,936	\$1,379,832

Service category and description	Expenditure type	2017/18	2018/19	2019/20	2020/21
<p>Community programs and facilities – support inclusion for all people in our diverse community regardless of age, ethnicity, gender identity, sexuality, faith or socio-economic status, by working with community organisations, multicultural and multifaith networks, and through planning, programs, grants and facilities.</p> <p>The operating expenditure figure for 2017/18 includes one-off funding for the Ferrars Street Education and Community Precinct and Pride Centre.</p>	Operating expenditure	\$16,182,392	\$4,365,020	\$4,517,817	\$4,717,956
	Capital expenditure	\$1,162,696	\$150,172	\$139,968	\$384,916
<p>Families and young people – support for families and young people through case management services for vulnerable families, middle years services and programs for young people aged 8 to 11 years, and programs and projects for young people aged 12 to 25 years who live, work, study or recreate in Port Phillip.</p>	Operating expenditure	\$4,128,338	\$4,271,231	\$4,419,112	\$4,905,461
	Capital expenditure	\$0	\$0	\$0	\$700,000
<p>Recreation – support our community to remain active and healthy through programs, support and funding for local sports and recreation clubs and providers, providing quality sports facilities, and partnering with other organisations to facilitate health and wellbeing outcomes.</p>	Operating expenditure	\$1,829,060	\$1,885,692	\$1,944,294	\$2,021,566
	Capital expenditure	\$3,130,000	\$7,127,000	\$4,880,000	\$1,920,000

Performance measures

Service	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
Affordable housing and homelessness	Number of new social housing units facilitated	No score	4,114 (total baseline)	No score	4,482
Ageing and accessibility	Resident satisfaction with services that support older people and people living with disabilities	94%	93%	>94%	95%
Children / Families and young people	Proportion of state regulated family, youth and children's services that meet or exceed national quality and accreditation standards	100%	100%	100%	100%

Service	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
	Participation in first maternal and child health home visit. This measure is required under the Local Government Performance Reporting Framework. The greater than 100 per cent result is due to a greater number of visits than birth notifications, because some babies born late in the financial year received their first visit in the next financial year.	104.4%	103.9%	100%	100%
	Infant enrolment in maternal and child health services. This measure is required under the Local Government Performance Reporting Framework.	99.8%	99.8%	100%	100%
	Cost of maternal and child health service. This measure is required under the Local Government Performance Reporting Framework.	\$72.65	\$73.37	<\$75	<\$80
	Participation in maternal and child health services. This measure is required under the Local Government Performance Reporting Framework.	83.6%	84.2%	>85%	>88%
	Participation by Aboriginal children in maternal and child health services. This measure is required under the Local Government Performance Reporting Framework.	69.1%	87.2%	>85%	>88%
	Resident satisfaction with services that support families, youth and children	95%	97%	>95%	>95%
Community programs and facilities	Resident perception regarding whether City of Port Phillip services contribute to the overall health and wellbeing of the community	Data unavailable	66% (result is from November 2016)	67%	68%
	Visits per capita to community facilities	1.9	1.7	>1.9	>2

Service	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
Recreation	Community rating of Council's recreational facility performance (index)	n/a	76	>75	>80
	Participation per capita in sport and recreation across formal and informal activities	n/a	Baseline to be set	1% increase on baseline	5% increase on baseline

Service information

Service statistics	Result	Assets	Result
Organisations receiving community grants	50	Maternal and child health centres	7
Council facility bookings	11,700	Council and community managed childcare centres	12
Sports club members	20,000	Community centres	15
Older persons referred for housing support	350	Sports club buildings	20
Number of contacts made by young people (12-25 years) with youth services and programs	26,359		
Hours of family support services provided	2,500		
Visits to adventure playgrounds by middle years young people (8-11 years)	21,187		
Children receiving maternal and child health support	5,138		
Active home care clients	1,973		
Community bus passengers	33,150		
Playgroups	70		

Major financial contributions <i>(annual value of \$30,000 or more)</i>	Value	Major contracts <i>(annualised 2017/18 value of \$150,000 or more)</i>	Annualised value 2017/18
Childcare subsidies (community managed centres)	\$884,000	Sports field maintenance	\$534,000
Port Phillip Community Group	\$611,000	Childcare and community centre grounds maintenance	\$186,000
Childcare subsidies (council managed centres)	\$707,000		
Community housing contribution	\$500,000		
Community and neighbourhood grants	\$303,000		
Food services and social support grants	\$208,000		
Youth services	\$163,000		
Kindergarten grants	\$123,000		
Town hall hire subsidy	\$110,000		
Port Melbourne Neighbourhood House	\$109,000		
Star Health	\$102,000		
South Port Legal Service	\$58,000		
Friends of Suai	\$48,000		
South Port Day Links	\$47,000		
Melbourne City Mission	\$38,000		
Sacred Heart Mission	\$33,000		

Major financial contributions (annual value of \$30,000 or more)	Value	Major contracts (annualised 2017/18 value of \$150,000 or more)	Annualised value 2017/18
New Hope Foundation	\$32,000		
Melbourne Sports and Aquatic Centre	\$30,000		

Major leases on council assets		Market rental (Estimate. Unless otherwise noted, market rent is the rating valuation calculated as five per cent of the Capital Improvement Value of the property.)	Rent per year (excluding GST)
Ada A'Beckett Childrens Centre	2 Batman Road, Port Melbourne	\$340,000	\$104
Albert Park Kindergarten	18 Dundas Place, Albert Park	\$102,500	\$104
Bubup Womindjeka Family and Childrens Centre	85 Liardet Street, Port Melbourne	\$385,000	\$104
Clarendon Childrens Centre	404-412 Clarendon Street, South Melbourne	\$105,000	\$104
Eildon Road Childrens Centre	17 Eildon Road, St Kilda	\$127,500	\$104
Lady Forster Kindergarten	63B Ormond Esplanade, Elwood	\$185,000	\$104
Lillian Cannam Kindergarten	97 Eastern Road, South Melbourne	\$155,000	\$104
Napier Street Aged Care	179 Napier Street, South Melbourne	\$483,000 (market rent determined by valuation report)	\$0

Major leases on council assets		Market rental (Estimate. Unless otherwise noted, market rent is the rating valuation calculated as five per cent of the Capital Improvement Value of the property.)	Rent per year (excluding GST)
Poets Grove Family and Childrens Centre	18 Poets Grove, Elwood	\$185,000	\$104
Port Melbourne Football Club North Port		\$210,000 (market rent determined by valuation report)	\$9,805
South Melbourne Child Care	5-11 Carter Street, Albert Park	\$125,000	\$104
South Port Community Residential Home	18-30 Richardson Street, Albert Park	\$100,000 (ground rent only at market rates)	\$1
St Kilda Life Saving Club		\$420,000 (market rent determined by valuation report)	\$1,000
The Elwood Childrens Centre	446 Tennyson Street, Elwood	\$100,000	\$104

Total budget for 2017/18

\$57.1 million

How is it spent?

Operating - \$51,116,830

Capital - \$5,934,264

How is it funded?

Rates - \$18,123,423

Fees and charges including parking - \$20,713,590

Other income - \$18,214,081 including \$10.7 million of reserves for the Pride Centre and the Ferrars Street Education and Community Precinct community facilities.

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

What we want to see by 2027

- 2.1 An integrated transport network that connects people and places
- 2.2 Demand for parking and car travel is moderated as our City grows
- 2.3 Our streets and places are designed for people

How we will measure progress

Outcome indicators	2014/15 result	2015/16 result	2017/18 target	2020/21 target	2027 target
Residents reporting choosing sustainable transport options to travel to work	57%	57%	58%	60%	65%
Number of fatal and serious traffic collisions involving all road users	93	97	<127	<119	To be determined as part of the Integrated Transport Strategy
Number of schools participating in Ride 2 School Month and Walk to School Day	8	10	12	14	16

By 2027 we want to see:

2.1 An integrated transport network that connects people and places

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Advocating for investment in public transport to address network gaps, increase capacity, and improve connections between modes.</p> <p>B Improving the connectivity, safety and amenity of walking and bike riding networks.</p> <p>C Influencing truck movements to facilitate business and manage local amenity impacts.</p>	<ul style="list-style-type: none"> • Develop and deliver an Integrated Transport Strategy, including network plans for all modes and intermodal connections. • Implement walking projects that create safe, high amenity walking routes and reduce barriers to people walking across arterial roads. • Improve the attractiveness of bike riding as part of delivering Council's bike network. • Deliver the Beach Street separated queuing lane to reduce traffic delays associated with cruise ship arrivals. • Plan for and deliver Kerferd Road safety and streetscape improvements to enhance walking and bike riding (<i>subject to State funding</i>). • Work with Public Transport Victoria on the Balaclava Station interchange and Carlisle Street tram stop upgrade. • Ongoing program of renewals and improvements to laneways, roads, footpaths and street signage.

2.2 Demand for parking and car travel is moderated as our City grows

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Engaging with the community using a neighbourhood based approach, to encourage active and sustainable travel.</p> <p>B Reducing reliance on cars, by directing housing and employment growth to areas with the best access to public transport and shops.</p> <p>C Managing parking demand through technology, policy and pricing.</p>	<ul style="list-style-type: none"> • Develop a Parking Management Plan as part of the Integrated Transport Strategy, and develop new policies for paid parking, on-street permits and parking provision rates for new development. • Investigate Council's car parks for future development opportunities that deliver increased community benefit. • Implement clever parking initiatives that help manage parking supply and turnover, and improve customer experience. • Expand the on-street network of car share vehicles, and encourage provision in new developments. • Improve local community travel choices, especially by schools, by investing in infrastructure and behaviour change programs.

We will work towards this outcome by:	Our priorities for the next four years:
	<ul style="list-style-type: none"> Integrate land use and transport planning through a review of the Municipal Strategic Statement.

2.3 Our streets and places are designed for people

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Prioritising walking, bike riding and public transport when designing roads and allocating resources.</p> <p>B Pursuing universal accessibility for people with disabilities, children and older people.</p>	<ul style="list-style-type: none"> Implement blackspot safety improvements at high collision locations (<i>subject to external funding</i>). Work with partners on the St Kilda Junction safety upgrade and St Kilda Road safety improvement study to facilitate walking, bike riding and use of public transport. Work with Public Transport Victoria to deliver a pipeline of place and movement projects, with fully integrated urban design and increased public transport service benefits for our communities. Complete the streetscape and intersection upgrade of Wellington Street to improve safety and amenity. Review and implement the City of Port Phillip Access Plan to support universal access, and implement accessibility improvements to council buildings, streets and public spaces, including the beach. Work with partners on the design and implementation of the Domain Station and precinct to prioritise walking, bike riding and public transport services. Progressively review and upgrade disabled parking spaces in commercial areas to meet updated Australian Standards.

This direction is supported by:

Instrument	Description
Advocacy priorities	<p>Advocate to the Victorian Government:</p> <ul style="list-style-type: none"> to maximise community benefit from Melbourne Metro public transport and precinct works including the Park Street tram link and all associated tram stop upgrades to maximise community benefit from Public Transport Victoria's tram stop upgrade program for the Shrine to Bay Boulevard, landscape and bike network connection to expedite funding and delivery of the St Kilda Road safety improvement project to provide for convenient, safe and continuous walking and bike riding

Instrument	Description
<p>Engagement and partnership priorities</p> <p>Strategies / plans. These are mapped to the direction they primarily contribute to. Some strategies, plans and policies will contribute to multiple directions.</p>	<ul style="list-style-type: none"> for early implementation of strategic cycling corridors (continuous buffered and protected bike lanes), light rail and smart bus routes to and around Fishermans Bend for Balaclava Walk (Nightingale Street to Ripponlea Station). <p>Advocate to VicRoads to confine truck travel to select routes through the City, including an extension of the truck curfew on Beaconsfield Parade and Beach Street.</p> <p>Lead collaboration with inner Melbourne councils to secure funding for the inner metro strategic cycling corridor network.</p> <p>Partner with inner city councils to advocate for a consistent wayfinding strategy for pedestrians and public transport users.</p> <p>Access Plan 2013-2018</p> <p>Bike Plan: Pedal Power 2011-2020</p> <p>Car Share Policy 2016-2021</p> <p>Parking Permit Policy 2001</p> <p>Public Transport Advocacy Statement 2009</p> <p>Road Management Plan 2013</p> <p>Safer Streets 2013-2020: The Road User Safety Strategy</p> <p>Sustainable Transport and Parking Rates Policy 2007</p> <p>Sustainable Transport Precinct Plans</p> <p>Sustainable Transport Strategy: A Connected and Liveable City 2014</p> <p>Walk Plan 2011-2020</p>

Key projects that will be underway by 2027

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
Transport and parking management	Integrated Transport Strategy Development. This is a major initiative that will contribute to Transforming Transport and Parking. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$150,000	Deliver	Finish	n/a	n/a	n/a	n/a

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
	Beach Street Separated Queuing Lane Implementation. This is a major initiative that will contribute to Transforming Transport and Parking. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$519,000	Deliver	Finish	n/a	n/a	n/a	n/a
	Kerferd Road Safety Improvements (<i>subject to external funding</i>). This is a major initiative that will contribute to Transforming Transport and Parking. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$1,950,000	Deliver	Start	Finish	n/a	n/a	n/a
	Kerferd Road Streetscape Upgrade (<i>subject to the safety improvements project proceeding, an approved business case and external funding</i>). This is a major initiative that will contribute to Transforming Transport and Parking. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$2,200,000	Deliver	Start	Ongoing	Finish	n/a	n/a
	Wellington Street Upgrade – Intersection Redevelopment	\$600,000	Deliver	n/a	Start & Finish	n/a	n/a	n/a
	Blackspot Safety Improvements (<i>subject to external funding</i>)	\$2,106,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Parking Technology Renewal and Upgrade Program	\$2,600,000	Deliver	Start	Ongoing	Ongoing	Ongoing	Ongoing
	Walk Plan and Bike Plan Implementation. This is a major initiative that will contribute to Transforming Transport and Parking. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$4,040,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
	St Kilda Junction Safety Upgrade	\$500,000	Deliver	n/a	Start & Finish	n/a	n/a	n/a
	Street Signage and Furniture Renewal Program	\$1,440,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Footpath Renewal Program	\$3,050,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Kerb and Gutter Renewal Program	\$3,535,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Laneway Renewal and Upgrade Programs	\$1,970,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Public Space Accessibility Improvement Program	\$1,400,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Road Renewal Program	\$14,580,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Melbourne Metro Tunnel Project Support – Domain Station	\$500,000	Partner	Start	n/a	n/a	n/a	n/a
	Safer Streets Infrastructure Improvement Program	\$200,000	Deliver	Finish				

Services that contribute to this direction

Service category and description	Expenditure type	2017/18	2018/19	2019/20	2020/21
Transport and parking management – provide and maintain a safe transport network, develop transport and road safety strategy and policy, measure the impact of education programs, improve the range of travel modes, and manage parking policy, on-street parking controls and enforcement.	Operating expenditure	\$20,965,335	\$20,496,704	\$21,198,485	\$22,137,578
	Capital expenditure	\$9,725,000	\$12,875,000	\$9,870,000	\$8,870,000

Performance measures

Service	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
Transport and parking management	Resident satisfaction with transport planning policy, safety and design	-	91% (result is from November 2016)	>90%	>90%
	Resident satisfaction with parking management	77%	79%	80%	80%
	Resident satisfaction with resident parking permits	-	74% (result is from November 2016)	75%	75%
	Sealed local road requests. This measure is required under the Local Government Performance Reporting Framework.	59	52	<60	<60
	Satisfaction with sealed local roads	73	70	>70	>70
	Cost of sealed local road reconstruction. This measure is required under the Local Government Performance Reporting Framework.	\$170.70	\$156.51	<\$160	<\$164
	Cost of sealed local road resealing. This measure is required under the Local Government Performance Reporting Framework.	\$40.27	\$43.03	<\$50	<\$60
	Sealed local roads below the intervention level. This measure is required under the Local Government Performance Reporting Framework.	97%	97%	97%	97%

Service information

Service statistics	Result	Assets	Result
Parking infringement notices	158,000	Bike network (lanes and paths)	59km
Parking permits	31,000	Roads	265km
Requests for infringement reviews	17,000	Footpaths	414km
Infringements lodged with the Infringements Court	28,000	Parking machines	489

Major contracts	Annualised value 2017/18
Civil infrastructure and maintenance	\$8.9m
Parking administration services	\$2.0m
Parking machine maintenance	\$975,000
Street lighting electricity	\$639,000
Vehicle towing	\$509,000

Total budget for 2017/18

\$30.7 million

How is it spent?

Operating - \$20,965,335

Capital - \$9,725,000

How is it funded?

Rates - \$22,932,177

Fees and charges including parking - \$6,129,732

Other income - \$1,628,426.

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

What we want to see by 2027

- 3.1 A greener, cooler and more liveable City
- 3.2 A City with lower carbon emissions
- 3.3 A City that is adapting and resilient to climate change
- 3.4 A water sensitive City
- 3.5 A sustained reduction in waste

How we will measure progress

Outcome indicators	2014/15 result	2015/16 result	2017/18 target	2020/21 target	2026/27 target
Total canopy cover	Data unavailable	19%	20%	22%	29%
Council's greenhouse gas emissions	43% reduction (On 1996/97 emissions, which was 16,333 tonnes)	60% reduction	71% reduction	100% reduction	Zero net emissions
Council's potable water use (ML)	209	258	211.5	155	155

Outcome indicators	2014/15 result	2015/16 result	2017/18 target	2020/21 target	2026/27 target
Kerbside collection waste diverted from landfill. This measure is required under the Local Government Performance Reporting Framework.	35%	34%	35%	>35%	Target to be set through the Waste Management Plan
Municipal-wide greenhouse gas emissions	n/a	n/a	Baseline to be established by 2017/18	Target to be set once baseline known, through the Sustainability Strategy Beyond 2020	Target to be set once baseline known, through the Sustainability Strategy Beyond 2020

By 2027 we want to see:

3.1 A greener, cooler and more liveable City

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Increasing canopy cover and diversity of tree species across our streets and open spaces.</p> <p>B Facilitating the greening of our built environment, through green roofs, walls and facades.</p>	<ul style="list-style-type: none"> Promote green buildings by applying environmentally sustainable design planning policy and guidelines. Develop a heat management plan to help cool the City and reduce the impact on health. Implement and review progress on the Greening Port Phillip Plan – An Urban Forest Approach, including implementing the street tree planting program 2017-2022 and ongoing investment in park trees and streetscape improvements, including in Fishermans Bend. Investigate opportunities to protect vegetation and increase canopy cover on private property. Complete an Ecological Biodiversity Study, in partnership with the EcoCentre and local experts.

3.2 A City with lower carbon emissions

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Reducing Council energy consumption and greenhouse gas emissions.</p> <p>B Facilitating a reduction in community greenhouse gas emissions by partnering with the community and private sector.</p> <p>C Promoting sustainable and low energy precinct infrastructure, including in Fishermans Bend.</p>	<ul style="list-style-type: none"> • Develop a sustainability strategy for beyond 2020, including considering United Nations sustainability goals and targets and baselining municipal-wide greenhouse gas emissions. • Invest in renewable energy and energy efficiency measures in Council buildings and in the Melbourne Renewable Energy Project, a group purchasing model to drive investment in renewable energy. • Develop and implement a Sustainable City Community Action Plan and deliver behaviour change and education programs for the community and business. • Contribute to the EcoCentre redevelopment and continue to invest in EcoCentre programs that support an environmentally aware community. • Develop guidelines that enable increased uptake of environmentally sustainable design features, including roof top solar, in heritage areas. • Examine the effectiveness of establishing a Port Phillip energy foundation, or partnering with an existing foundation, to undertake advocacy, research, advisory and community engagement initiatives. • Embed sustainability into Council's procurement, fleet and investment policies and practices and investigate opportunities to install electric car charging stations.

3.3 A City that is adapting to climate change

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Increasing community resilience to the impacts of climate change.</p> <p>B Requiring development to adapt to and positively influence the local climate.</p> <p>C Managing and reducing the impacts of flooding and sea level rise.</p>	<ul style="list-style-type: none"> • Develop tools to help the community understand and adapt to the impacts of climate change. • Work with partners to develop a bay-wide coastal hazard assessment and advocate for a planning scheme tool to identify and manage coastal inundation. • Work with partners to develop a long-term action plan for the Elster Creek catchment to mitigate flooding. • Develop and implement a framework to increase Council asset resilience to the impacts of climate change.

3.4 A water sensitive City

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Reducing potable water consumption by encouraging more efficient water use and establishing alternative water sources.</p> <p>B Improving the quality of water entering Port Phillip Bay and increasing ground permeability.</p>	<ul style="list-style-type: none"> • Undertake integrated water management planning, including partnering with Melbourne Water and others to review and implement relevant plans. • Plan and deliver water sensitive urban design interventions to reduce contaminants in water entering Port Phillip Bay. • Investigate and implement (<i>subject to viability</i>) stormwater harvesting and flood mitigation works at key locations. • Implement irrigation upgrades at key sports fields and parks to optimise water use. • Increase the permeability of ground surfaces across public streets and spaces, and work with the community to achieve greater permeability on private property. • Collaborate with the Cooperative Research Centre for Water Sensitive Cities. • Develop a Stormwater Asset Management Plan and continue to invest in drainage improvements. • Develop a Stormwater Management Policy and Guidelines to require onsite stormwater detention for new developments.

3.5 A sustained reduction in waste

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Reducing waste and maximising recycling and diversion from landfill through service innovation and facilitating community action.</p> <p>B Managing waste collection to improve amenity and achieve cleaner streets, public spaces and foreshore areas.</p>	<ul style="list-style-type: none"> • Develop and implement a new municipal Waste and Resource Recovery Strategy including an implementation plan to divert organic waste from landfill. • Increase investment in street cleaning, litter bins and equipment to improve amenity and responsiveness and investigate opportunities for further improvements to service delivery. • Work with the Metropolitan Waste and Resource Recovery Group to develop a business case to establish an inner metropolitan organic waste management service. • Pursue waste innovations in Fishermans Bend. • Update waste management guidelines for apartment developments and implement education programs.

This direction is supported by:

Instrument	Description
Advocacy priorities	<p>Advocate for and promote reduced use of balloons, plastic bags and single use plastics.</p> <p>Advocate to the Victorian Government for sustainability targets in Fishermans Bend.</p> <p>Advocate for innovative sustainable infrastructure solutions for water reuse, energy and climate resilience, and partner to deliver advanced waste treatment and resource recovery.</p>
Engagement and partnership priorities	<p>Collaborate with the South East Councils Climate Change Alliance and the Council Alliance for Sustainable and Built Environment.</p> <p>Work with partners to improve catchment management.</p> <p>Work with the Association of Bayside Municipalities to coordinate, cooperate and advocate to ensure sustainable management and health of Port Phillip Bay.</p> <p>Work with inner Melbourne councils on an Urban Forest and Biodiversity Strategy for the inner region.</p> <p>Work with inner Melbourne councils on an innovative waste management strategy for the inner region.</p> <p>Work with Parks Victoria and City of Melbourne to determine the viability of stormwater harvesting at Albert Park Lake.</p>
Strategies / plans. These are mapped to the direction they primarily contribute to. Some strategies, plans and policies will contribute to multiple directions.	<p>Climate Adaptation Plan 2010</p> <p>Foreshore and Hinterland Vegetation Management Plan 2015</p> <p>Greenhouse Plan 2011</p> <p>Greening Port Phillip, An Urban Forest Approach 2010</p> <p>Graffiti Management Plan 2013-2018</p> <p>Public Toilet Plan 2013-2023</p> <p>Stormwater Management Plan 2010</p> <p>Sustainable Design Strategy 2013</p> <p>Sustainable Public Lighting Strategy for Streets and Open Space 2011-2016</p> <p>Toward Zero Sustainable Environment Strategy 2007</p> <p>Water Plan 2010</p> <p>Water Sensitive Urban Design Guidelines 2009</p>

Key projects that will be underway by 2027

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
Amenity	Stormwater Management Program. This is a major initiative that will contribute to Transforming Water Management. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$5,200,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Plant and Equipment (Depot) Renewal Program	\$350,000	Deliver	n/a	Start	Ongoing	Ongoing	Ongoing
	Clean Streets Service Review	\$100,000	Deliver		Start and Finish			
Sustainability	Water Sensitive Urban Design Program. This is a major initiative that will contribute to Transforming Water Management. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$1,800,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Albert Park Stormwater Harvesting Development (subject to confirming viability). This is a major initiative that will contribute to Transforming Water Management. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$4,250,000	Partner	Start	Ongoing	Ongoing	Finish	n/a
	Alma Park Stormwater Harvesting Development. This is a major initiative that will contribute to Transforming Water Management. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$1,150,000	Deliver	Start	Ongoing	Finish	n/a	n/a

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
	Baseline of Municipal Greenhouse Gas Emissions Development. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$150,000	Deliver	Start and Finish	n/a	n/a	n/a	n/a
	Sustainability Strategy Beyond 2020 Review. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$150,000	Deliver	Finish	n/a	n/a	n/a	n/a
	Sustainable City Community Action Plan Implementation	\$300,000	Deliver	Start				
	South Melbourne Market Solar Installation	\$690,000	Deliver	Start	Finish	n/a	n/a	n/a
	Energy Efficiency and Solar Program. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$1,960,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Street and Park Tree Improvements Program	\$2,160,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	EcoCentre Redevelopment (subject to funding)	\$3,300,000	Partner	Start	Ongoing	Ongoing	Finish	n/a
Waste reduction	Waste and Resource Recovery Strategy Development. This is a major initiative that will contribute to Transforming Waste Management. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$95,000	Deliver	Finish	n/a	n/a	n/a	n/a
	Litter Bin Renewal and Expansion Program	\$1,630,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Services that contribute to this direction

Service category and description	Expenditure type	2017/18	2018/19	2019/20	2020/21
Amenity – manage waste collection, clean streets, beaches, foreshore, roads, footpaths, medians, trade commercial areas, public toilets and barbecues, maintain Council buildings and assets, respond to graffiti complaints and remove graffiti.	Operating expenditure	\$16,442,776	\$17,120,072	\$17,616,894	\$18,124,202
	Capital expenditure	\$3,498,570	\$3,147,865	\$3,236,560	\$2,956,595
Sustainability – reduce Council and community impact on the environment and coordinate long-term approaches to climate adaptation through policy and tools to achieve environmental sustainability outcomes, behaviour change programs, community outreach, advice and support, partnership programs, advocacy, and by embedding sustainability into Council operations and projects.	Operating expenditure	\$3,418,275	\$3,212,476	\$3,105,246	\$3,204,267
	Capital expenditure	\$1,639,348	\$3,527,086	\$6,159,984	\$3,157,458
Waste reduction – reduce waste going to landfill through kerbside and public place recycling, hard waste and green waste collection, operating the Resource Recovery Centre, waste and environment education, and support for the EcoCentre.	Operating expenditure	\$3,897,818	\$3,860,448	\$3,928,261	\$4,015,606
	Capital expenditure	\$0	\$0	\$0	\$0

Performance measures

Service	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
Amenity	Resident satisfaction with street cleaning	89%	89%	>90%	>90%
	Street cleaning audit compliance	85%	95%	>95%	>95%
Sustainability	New trees planted per year	1,305	1,466	1,055	1,055
	Resident satisfaction with making Port Phillip more environmentally sustainable	91%	91%	>90%	>90%

Service	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
	Eligible applications that addressed sustainable design issues and received a planning permit	78%	78%	87%	100%
	Mega litres of water use from alternative sources	Data unavailable	1.68	15	138
	Total suspended solids removed from stormwater (tonnes)	Data unavailable	38.9	47.3	109.43
	Investments in fossil-free institutions	28%	49%	60-80%	60-80%
Waste	Council waste production	62.2 tonnes	53.4 tonnes	50 tonnes	10.64 tonnes
	Resident satisfaction with waste and recycling collections	95%	92%	90%	90%
	Kerbside bin collections missed. This measure is required under the Local Government Performance Reporting Framework.	5.6	2.7	<2.5	<2.5
	Direct cost of kerbside garbage bin collection service. This measure is required under the Local Government Performance Reporting Framework.	\$75.10	\$72.89	<\$80	<\$85
	Direct cost of kerbside recycling collection. This measure is required under the Local Government Performance Reporting Framework.	\$32.00	\$33.93	<\$36	<\$40
	Kerbside garbage requests (per 1,000 households). This measure is required under the Local Government Performance Reporting Framework.	48.64	33.57	<35	<35

Service information

Service statistics	Result	Assets	Result
Number of time recycling bins are emptied	1.8 million	Drain pipes	11,900 km
People participating in Council-run sustainability programs	7,500	Drainage pits	10,400
Number of time waste bins are emptied	2 million	Street and park litter bins	1,212
Hard waste and green waste collections	15,600	Street trees	31,042
Customer request responses	6,720	Park trees	12,852

Financial contributions	Value 2017/18	Major contracts	Annualised value 2017/18
EcoCentre contribution and funding for education programs	\$200,000	Regional landfill	\$1.7m
		Residential kerbside waste collection	\$1.5m
		Residential kerbside recycling collection	\$1.5m
		Hard waste and dumped rubbish collection	\$1.5m
		Drainage maintenance	\$966,000
		Mobile waste and recycling bins	\$179,000

Total budget for 2017/18

\$28.9 million

How is it spent?

Operating - \$23,758,869

Capital - \$5,137,918

How is it funded?

Rates - \$22,492,539\$

Fees and charges including parking - \$4,732,108

Other income - \$1,672,139

Strategic direction 4: We are growing and keeping our character.

What we want to see by 2027

- 4.1 Liveability in a high density City
- 4.2 A City of diverse and distinctive neighbourhoods and places

How we will measure progress

Outcome indicators	2014/15 result	2015/16 result	2017/18 target	2020/21 target	2027 target
Residents who feel a sense of safety and security in Port Phillip	85%	85%	85%	>87%	>90%
Residents who are proud of, connected to and enjoy living in their neighbourhood	97%	96%	95%	>95%	>95%
Residents who agree the local area is vibrant, accessible and engaging	97%	96%	95%	>95%	>95%
Planning decisions upheld by VCAT. This measure is required under the Local Government Performance Reporting Framework.	71%	71%	>70%	>70%	>70%

By 2027 we want to see:

4.1 Liveability in a high density City

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Requiring well-designed buildings that contribute to safe, lively, high amenity places.</p> <p>B Designing, activating and managing public spaces that are safe and inviting places for people to enjoy.</p> <p>C Extending, connecting and diversifying our open space network to cater for increased demand.</p>	<ul style="list-style-type: none"> • Partner with the Victorian Government to ensure the Fishermans Bend Framework and precinct plans maximise outcomes for current and future Port Phillip residents, including employment, housing choice, quality public space and community facilities, and early delivery of fast, frequent public transport. • Deliver open space and streetscape works in Fishermans Bend, particularly in the Montague Precinct and at the Ferrars Street Education and Community Precinct. • Work with the Victorian Government to effectively manage soil contamination and management on open space sites, including at Gasworks Arts Park. • Review and update the Port Phillip Planning Scheme and Municipal Strategic Statement to ensure an effective framework of local policy and controls to manage growth and support healthy communities. • Implement planning scheme amendments to strengthen design and development controls in areas undergoing significant change. • Develop a new public space strategy. • Review Council's design and technical standards for streets and public spaces. • Deliver the Design and Development Awards, to showcase and promote design excellence in Port Phillip. • Invest in improving parks, playgrounds and street and public space lighting. • Continue to improve community safety by evaluating CCTV, undertaking community safety audits and implementing crime prevention through environmental design guidelines. • Continue to maintain a high standard of amenity, ensure compliance with planning requirements and local laws, and support public health and safety through service improvements and mobile technology. • Review Council's local law to manage and improve community amenity. • Review Council's Domestic Animal Management Plan, which promotes animal welfare and responsible pet ownership.

4.2 A City of diverse and distinctive neighbourhoods and places

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Planning for <i>10 minute walking neighbourhoods</i> that give locals access to shops, community spaces and a strong sense of place.</p> <p>B Protecting heritage places that represent our historic, social, cultural and architectural identity.</p> <p>C Ensuring new development integrates with, respects and contributes to the unique heritage, character and beauty of our neighbourhoods.</p> <p>D Enhancing the environmental and recreational qualities of the foreshore.</p>	<ul style="list-style-type: none"> • Effectively manage the St Kilda Marina lease process, including developing design guidelines through stakeholder and community engagement. • Advocate for and partner to develop a vision and plan for St Kilda Junction. • Develop an urban design framework for the St Kilda Road North - Domain Station precinct and surrounds. • Continued delivery of place-based planning and coordinated development and advocacy using a precinct management approach in Balaclava, Domain, Port Melbourne Waterfront and Fitzroy Street, St Kilda. • Develop design guidelines for key foreshore destinations including the St Kilda Triangle and Port Melbourne Waterfront. • Implement a program to strengthen heritage controls including assessing sites of cultural and social significance and implementing the review of Heritage Overlay 6 (East St Kilda) through the planning scheme. • Review the Housing Strategy to ensure new residential development is well located and respects the character and heritage of established neighbourhoods. • Review the Heritage Policy in the Planning Scheme to improve guidance on retention and adaptive reuse of the City's heritage fabric. • Reflect and interpret the City's history by installing plaques, memorials and monuments. • Upgrade the foreshore including vegetation projects and maritime infrastructure renewals.

This direction is supported by:

Instrument	Description
Advocacy priorities	<p>Advocate to the Victorian Government for:</p> <ul style="list-style-type: none"> • measures to mitigate the amenity impact of Melbourne Metro construction, including minimising the loss of trees • early delivery of high frequency public transport links to Fishermans Bend • a sustainable funding and financing strategy to fund the timely delivery of local infrastructure at Fisherman Bend

Instrument	Description
Engagement and partnership priorities	<ul style="list-style-type: none"> • community consultation for a replacement recreational structure that meets safety obligations, to recognise the cultural and heritage significance of Brookes Jetty • the redevelopment of St Kilda Pier. <p>Engage with our communities and advocate for positive planning outcomes for Fishermans Bend, including walkability.</p> <p>Work with Parks Victoria on key projects, including use of Port Phillip Bay and Albert Park.</p>
Strategies / plans. These are mapped to the direction they primarily contribute to. Some strategies, plans and policies will contribute to multiple directions.	<p>Activating Laneways Strategy 2011</p> <p>City of Port Phillip Housing Strategy 2007-2017</p> <p>City of Port Phillip Activity Centre Strategy 2006</p> <p>Domestic Animal Management Plan 2012-2016</p> <p>Fishermans Bend Planning and Economic Development Strategy</p> <p>Foreshore Management Plan 2012</p> <p>Inner Melbourne Action Plan 2015-2025</p> <p>Management plans for: Catani Gardens and Southern Foreshore, Elwood Foreshore and Recreation reserves, JL Murphy Reserve, and Marina Reserve</p> <p>Masterplans for: Albert Park College Precinct, Balaclava Station, Emerald Hill Precinct, St Kilda Triangle</p> <p>Monuments and Memorials Guidelines</p> <p>Municipal Emergency Management Plan</p> <p>Open Space Strategy and Implementation Plan Framework 2009</p> <p>Open Space Water Management Plan 2010</p> <p>Playspace Strategy 2011</p> <p>Port Melbourne Waterfront Activation Plan</p> <p>Port Phillip Heritage Review 2000 (Version 18)</p> <p>Port Phillip Local Law No.1 (Community Amenity) 2013</p> <p>Port Phillip Planning Scheme</p>

Instrument	Description
	Precinct structure plans and urban design frameworks for: activity centres (Bay Street, Carlisle Street, South Melbourne Central and Ormond Road Elwood) and growth precincts (Montague Precinct, St Kilda Road South, St Kilda Road North, St Kilda Foreshore and Port Melbourne Waterfront)
	Port Phillip City Collection Policy 2017
	Soil Contamination Management Policy
	St Kilda Botanical Gardens Future Directions Plan 2009

Key projects that will be underway by 2027

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
City planning and urban design	Fishermans Bend Managing Growth Program. This is a major initiative that will contribute to Transforming Fishermans Bend. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$365,000	Partner	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Planning Scheme Amendments Program	\$1,000,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Precinct management: Domain, Balaclava, Port Melbourne Waterfront and Fitzroy Street.	\$1,327,500	Deliver	Ongoing	Ongoing	Finish	n/a	n/a
Development approvals and compliance	Statutory Planning Service Review	\$100,000	Deliver	Finish				
Public space	Public Spaces Strategy Development. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$120,000	Deliver	Start	Ongoing	Finish	n/a	n/a
	Ferrars Street Education and Community Precinct – Construction of Montague Park. This is a major initiative that will contribute to Transforming	\$8,290,000	Deliver	Start	Ongoing	Ongoing	Finish	n/a

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
	Fishermans Bend. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .							
	Ferrars Street Education and Community Precinct – Streetscape Upgrade. This is a major initiative that will contribute to Transforming Fishermans Bend. Major initiatives will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$3,768,000	Partner	Ongoing	Finish	n/a	n/a	n/a
	Gasworks Arts Park Contamination Management Plan and Reinstatement. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$4,660,000	Partner	Start	Ongoing	Ongoing	Finish	n/a
	St Kilda Marina New Lease. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$200,000	Deliver	Start	Finish	n/a	n/a	n/a
	Foreshore Assets Renewal and Upgrade Program	\$1,485,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Maritime Infrastructure Renewal Program	\$3,300,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Parks and Playground Renewal and Upgrade Program	\$3,960,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Parks Furniture and Pathway Renewal Program	\$1,400,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Public Space Lighting Renewal and Upgrade Program	\$2,200,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Public Space Lighting Expansion Program	\$600,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Services that contribute to this direction

Service category and description	Expenditure type	2017/18	2018/19	2019/20	2020/21
City planning and urban design - direct and manage changes in land use, the built environment and the public realm to maximise community benefit through place-based urban strategy and projects, land-use policies, reviewing and amending the Port Phillip Planning Scheme and Municipal Strategic Statement, precinct management to coordinate development in key areas, working to enhance the public realm and protect buildings of architectural, cultural or historical interest through urban design and heritage advice, and contributing to state planning policy and regulation.	Operating expenditure	\$5,442,216	\$4,771,463	\$4,758,152	\$4,825,665
	Capital expenditure	\$288,088	\$60,516	\$59,904	\$44,748
Development approvals and compliance - regulate how land is developed, used and occupied safely by providing advice and education, processing planning applications and supporting community participation in the planning process, issuing and enforcing permits for activity in and around building sites, investigating and enforcing land use and development issues, protecting our assets, roads and footpaths, carrying out building and site inspections and assessments.	Operating expenditure	\$8,552,518	\$8,749,977	\$9,057,908	\$9,459,173
	Capital expenditure	\$0	\$0	\$0	\$0
Health services - support public health by monitoring registered food premises, accommodation properties, registered hairdressers, tattooists, beauty parlours, and water quality in public swimming pools and spas, providing for immunisation and syringe disposal, and investigating public health nuisance complaints.	Operating expenditure	\$1,885,914	\$1,952,155	\$2,020,725	\$2,110,243
	Capital expenditure	\$0	\$0	\$0	\$0
Local laws and animal management – ensure community safety by enforcing local laws (use, occupation and behaviour on Council land, commercial activities, illegal advertising, dumped rubbish and illegal camping), monitoring building site activity and protecting Council assets, responding to complaints about breaches of the Domestic Animals Act 1995, and encouraging responsible pet ownership through education and registration.	Operating expenditure	\$2,200,728	\$2,278,032	\$2,358,052	\$2,462,513
	Capital expenditure	\$0	\$0	\$0	\$0
Municipal emergency management – ensure our community is safe in the event of an emergency, and supported to recover from such events.	Operating expenditure	\$550,506	\$569,598	\$589,353	\$615,461
	Capital expenditure	\$0	\$0	\$0	\$0

Service category and description	Expenditure type	2017/18	2018/19	2019/20	2020/21
	Capital expenditure				
Public space – improve our network of accessible parks and open spaces including foreshore, playgrounds, gardens, reserves, sports fields and streetscapes by planning and delivering improvements, ongoing maintenance and management, and activation through permitted recreation, cultural and community activities and events.	Operating expenditure	\$16,496,022	\$16,993,308	\$17,428,840	\$17,885,055
	Capital expenditure	\$8,961,740	\$4,460,430	\$7,424,920	\$11,182,290
Note: These services ensure we deliver on our responsibilities under the Planning and Environment Act 1978, Building Act 2006, Domestic Animals Act 1995, Emergency Management Act 1986, State Food Act 1984, Public Health and Wellbeing Act 2008, Tobacco Act 1987 and Council's local law.					

Performance measures

Service	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
Development approvals and compliance	Days taken to decide planning applications. This measure is required under the Local Government Performance Reporting Framework.	67	75	<75	<75
	Planning applications decided within 60 days. This measure is required under the Local Government Performance Reporting Framework.	63%	58%	>60%	>60%
	Cost of statutory planning service. This measure is required under the Local Government Performance Reporting Framework.	\$1,367	\$1,725	<\$2,200	<\$2,500
	Resident satisfaction with Council's planning services	77%	79%	>80%	>80%
Health services	Children fully vaccinated in municipality	95%	98%	99%	99%
	All critical and most major non-compliance notifications about food premises followed up on the due date. This measure is required under the Local Government Performance Reporting Framework.	96%	99%	95%	95%

Service	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
	Days between receipt and first response actions for all food complaints. This measure is required under the Local Government Performance Reporting Framework.	1.8	1.8	<2 days	<2 days
	Food premises receiving annual assessment or audit. This measure is required under the Local Government Performance Reporting Framework.		100%	100%	100%
	Cost of food safety service	\$690	\$548	<\$562	<\$603
Local laws and animal management	Animal management prosecutions. This measure is required under the Local Government Performance Reporting Framework.	4	5	<10	<10
	Days between receipt and first response actions for all animal management requests. This measure is required under the Local Government Performance Reporting Framework.	1	1	<2	<2
	Animals reclaimed. This measure is required under the Local Government Performance Reporting Framework.	55%	59%	>55%	>55%
	Cost of animal management service. This measure is required under the Local Government Performance Reporting Framework.	\$74.30	\$75.10	<\$76	<\$80
Public space	Resident satisfaction with parks and open space	96%	94%	>90%	>90%
	Resident satisfaction with beach cleaning	94%	92%	>90%	>90%
	Contract delivered to standard for parks and open space	99%	95%	95%	95%
	Public space community requests resolved on time	76%	86%	85%	90%

Service information

Service statistics	Result	Assets	Result
New planning permit applications processed	1,550+	Historical and heritage sites	31
Building permits, and report and consent applications processed	500	Playgrounds and sports fields	75
Proactive inspections to improve planning compliance	200	Immunisation centres	6
Permits issued for footpath trading, construction related street occupation and skip bins	6,000	Reserves and gardens	176 ha
Attendances at VCAT to advocate for Council policies and decisions	100		
Playground inspections	3,692		
Events permitted	350		
M ² of beach cleaned (weekly)	238,000		
Customer requests responded to	4,300		
Animal management requests	1,350		
Pet registrations	8,300		
Square metres of graffiti removed	23,000		
Premise and property inspections	2,100		
Vaccinated school children	2,000		
Public health nuisance investigations	400		

Financial contributions	Value	Major contracts	Annualised value 2017/18
Inner Melbourne Action Plan	\$95,000	Parks and open space maintenance	\$4.6m
Contribution to State Emergency Services (<i>part-funded by the State government</i>)	\$32,000	Tree maintenance	\$4.0m
		Cleaning public facilities	\$1.8m
		Street furniture	\$651,000
		Natural heritage area maintenance	\$252,000

Total budget for 2017/18

\$44.4 million

How is it spent?

Operating - \$35,127,903

Capital - \$9,249,828

How is it funded?

Rates - \$21,882,756

Fees and charges including parking - \$15,206,128

Other income - \$7,288,848 including \$7.8 million of open space contributions.

Strategic direction 5: We thrive by harnessing creativity.

What we want to see by 2027

5.1 A City of dynamic and distinctive retail precincts

- 5.2 A prosperous City that connects and grows business
- 5.3 A City where arts, culture and creative expression is part of everyday life

How we will measure progress

Outcome indicators	2014/15 result	2015/16 result	2017/18 target	2020/21 target	2027 target
People employed in the Top 5 industries as a proportion of total employment in the municipality	54%	No score	>54%	56%	60%
Visitors to the City of Port Phillip excluding visitors from within 50 km and people attending festivals	1.6 million	1.7 million	1.8 million	1.9 million	2.4 million
Residents who agree they have the opportunity to participate in affordable local community events and activities	92%	90%	92%	95%	>95%
Residents who agree Port Phillip has a culture of creativity	95%	90%	95%	>95%	>95%

By 2027 we want to see:

- 5.1 A City of dynamic and distinctive retail precincts

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Enhancing the prosperity of our shopping precincts and the South Melbourne Market by working with traders and land owners to build on the unique character, vitality and retail offer of each precinct.</p> <p>B Collaborating to ensure our entertainment and local economies</p>	<ul style="list-style-type: none"> • Adopt a place-based precinct management approach to coordinate development, activation and advocacy. • Pursue improvements to the Carlisle Street retail precinct, including planning for redevelopment of the supermarket precinct to enhance the retail offer and surrounding street spaces. • Develop a strategic plan for the St Kilda precinct, including a strategy to revitalise Fitzroy Street. • Review footpath trading policies to promote street activity and accessibility.

We will work towards this outcome by:	Our priorities for the next four years:
thrive, while ensuring safe, enjoyable places for everyone.	<ul style="list-style-type: none"> • Continue to collect special rates to support traders and fund the promotion, marketing and development of retail precincts. • Develop a strategic business case for the South Melbourne Market to shape the future direction and investment, and plan for and deliver renewal works. • Work with inner Melbourne councils to develop approaches to better manage licenced premises and entertainment precincts.

5.2 A prosperous City that connects and grows business

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Fostering the knowledge economy and creative industry clusters.</p> <p>B Facilitating innovation and investment that enables businesses to start-up, connect and grow.</p> <p>C Partnering to promote Port Phillip as a visitor destination in a way that respects local amenity.</p>	<ul style="list-style-type: none"> • Develop a Creative and Prosperous City Strategy that features all elements of our City's economy. • Facilitate networking events, training and development programs for local businesses. • Deliver a Business Awards program to recognise and promote exemplary local businesses. • Ongoing support for local industry associations, including visitor and volunteer groups like the Port Melbourne Waterfront Welcomers. • Work with inner Melbourne councils on strategies to protect, promote and grow inner Melbourne's creative and knowledge economy and boost local employment.

5.3 A City where arts, culture and creative expression are part of everyday life

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Promoting and celebrating community creativity and participation in art, music, culture, heritage and festivals.</p> <p>B Activating our public spaces and streets through local cultural events and urban art.</p> <p>C Transforming our library services and spaces to support inclusive, creative opportunities and learning outcomes.</p>	<ul style="list-style-type: none"> • Invest in our key arts and culture venues, including continuing to fund the operation of Gasworks Arts Park and Linden Gallery. • Implement the Events Strategy through event attraction and communications. • Support early stage entrepreneurs in the creative industries by reinventing a library space and working with partners to identify and unlock creative spaces. • Deliver improvements to library branches and the library collection, including planning for redeveloping the St Kilda Library. • Improve and expand the City collection by acquiring artworks.

We will work towards this outcome by:	Our priorities for the next four years:
	<ul style="list-style-type: none"> • Deliver and facilitate a program of festivals that celebrate local culture and talent. • Provide grants, funding and spaces for arts and cultural organisations and service providers to ensure access for everyone to relevant services and programs.

This direction is supported by:

Instrument	Description
Advocacy priorities	<p>Advocate for Victorian Government funding to support City of Port Phillip festivals.</p> <p>Advocate to Creative Victoria to resource and support the reinvention of libraries to help increase the impact of creative industries at a local level.</p>
Engagement and partnership priorities	<p>Working with creative practitioners to create opportunities for industry experience, collaboration and innovation.</p>
<p>Strategies / plans. These are mapped to the direction they primarily contribute to. Some strategies, plans and policies will contribute to multiple directions.</p>	<p>Aboriginal and Torres Islander Arts Strategy 2014-2017</p> <p>Arts and Culture Policy 2011</p> <p>Community Grants Subsidies and Donations Policy 2014-2017</p> <p>Events Strategy 2015-2017</p> <p>Outdoor Events Policy 2014</p> <p>Port Phillip City Collection Policy 2017</p> <p>South Melbourne Market Strategic Plan 2015-2020</p> <p>St Kilda Esplanade Market Strategic Plan 2016-2020</p> <p>St Kilda Festival Strategy and Multi-Year Operational Plan 2016-2018</p>

Key projects that will be underway by 2027

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
Arts, culture and heritage	Creative and Prosperous City Strategy Development. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$50,000	Deliver	Finish	n/a	n/a	n/a	n/a
	Linden Gallery Upgrade. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$1,675,000	Deliver	Finish	n/a	n/a	n/a	n/a
Libraries	Balaclava Precinct Program – St Kilda Library Redevelopment Strategy	No funding allocated in the next four years	Deliver	n/a	n/a	n/a	n/a	Start
	Library Purchases	\$3,140,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Markets	South Melbourne Market Building Compliance	\$2,175,000	Deliver	Ongoing	Ongoing	Ongoing	End	n/a
	South Melbourne Market Renewal Program	\$800,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Services that contribute to this direction

Service category and description	Expenditure type	2017/18	2018/19	2019/20	2020/21
Arts, culture and heritage - promote community participation and engagement in arts, culture and heritage and foster development of the City's creative people and culture through programs, services, spaces and funding for artists and arts organisations.	Operating expenditure	\$2,894,584	\$2,942,370	\$3,044,537	\$3,178,701
	Capital expenditure	\$2,693,088	\$980,516	\$89,904	\$74,748

Service category and description	Expenditure type	2017/18	2018/19	2019/20	2020/21
Economic development and tourism - support our business community to be successful by developing economic strategies, supporting economic activity centres and villages, collaborating with businesses and associations, facilitating training and development for business owners, facilitating special rate schemes for trader groups and attracting investment in growth sectors and urban renewal areas.	Operating expenditure	\$1,763,860	\$1,965,344	\$1,774,624	\$1,650,646
	Capital expenditure	\$0	\$0	\$0	\$0
Festivals - deliver accessible and inclusive festivals that celebrate creativity, provide opportunities for artists, traders and business, and meet the needs and aspirations of the community.	Operating expenditure	\$4,568,271	\$4,528,754	\$4,685,482	\$4,893,049
	Capital expenditure	\$0	\$0	\$0	\$0
Libraries - provide branch-based, online and in-home library and information services, including access to technology, flexible, safe and welcoming community spaces, literacy and life-long learning programs and events.	Operating expenditure	\$5,096,544	\$5,227,516	\$5,561,763	\$5,801,504
	Capital expenditure	\$785,000	\$785,000	\$785,000	\$785,000
Markets – operate and promote the South Melbourne and St Kilda Esplanade markets, and support and permit local markets (for example, Gasworks, Veg Out, Hank Marvin).	Operating expenditure	\$5,419,112	\$5,481,456	\$5,670,079	\$5,921,169
	Capital expenditure	\$1,000,000	\$825,000	\$825,000	\$825,000

Performance measures

Outcome	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
Arts, culture and heritage / Festivals	Resident satisfaction with delivering arts and festivals	95%	97%	90%	90%

Outcome	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
Economic development and tourism	Residents who agree their local area has a good range of business services and local conveniences	94%	94%	90%	90%
	Resident satisfaction with visitor management	n/a	92% (result is from November 2016)	>90%	>90%
Libraries	Active library members in the community. This measure is required under the Local Government Performance Reporting Framework.	20%	19.4%	20%	21%
	Number of collection items purchased in the last five years (standard of library collection). This measure is required under the Local Government Performance Reporting Framework.	46%	47%	48%	50%
	Cost per capita of library service. This measure is required under the Local Government Performance Reporting Framework.	\$5.76	\$6.13	<\$7	<\$8
	Visits to library per capita	6.5	6.5	6.5	7.0
	Rate of turnover for physical items (loans per item). This measure is required under the Local Government Performance Reporting Framework.	4.8	4.8	5	5.5
Markets	Residents who agree South Melbourne Market is a significant benefit to residents	98%	99%	90%	90%

Service information

Service statistics	Result	Assets	Result
Visitors to council-owned arts facilities	115,000	Library branches	5
Grants to arts and culture projects and events	34	Library books	206,749

Service statistics	Result	Assets	Result
Visitors to South Melbourne Market	4.7 million	Value of Council-owned art works	\$16.8 million
Attendees at the St Kilda Festival	440,000	Arts facilities	4
Attendees at the St Kilda Film Festival	13,000	Value of South Melbourne Market	\$20.2 million
Attendees at Indigenous arts program events	12,000		
Attendees at Yalukit Wilum Ngargee	8,000		
Attendees at Live N Local	10,000		
Number of active businesses	18,000		
Number of local jobs	86,000		
Registered ABNs in Port Phillip	60,000		
Library visits	670,000		
Online sessions at libraries	250,000		
Loans from the library collection	1.0 million		
Public programs hosted at libraries	445		
Public internet access bookings	90,000		
Number of participants at major events	225,500		

Financial contributions	Value 2017/18	Major contracts	Annualised value 2017/18
Gasworks Arts Park management and programming	\$560,000	St Kilda Festival	\$1.7m
St Kilda Film Festival	\$307,000	South Melbourne Market cleaning	\$980,000
Linden Gallery management and programming	\$257,000		
Cultural Development Fund (grants)	\$137,000		
Local Festivals Fund (grants)	\$135,000		
Indigenous Arts	\$111,000		
Live N Local	\$93,000		
Pride March	\$50,000		
Emerald Hill Cultural Precinct Program (2017/18 only)	\$40,000		
Red Stitch Actors Theatre (2017/18 only)	\$30,000		
Theatre Works (2017/18 only)	\$30,000		

Major leases on council assets		Market rental (Estimate determined by valuation report)	Rent per year (excluding GST)
ANAM	South Melbourne Town Hall (proposed)	\$450,000	\$1,000. (In addition, ANAM contributes \$120,000 per annum as a capital contribution to renewing the building)
Gasworks Arts Inc	Gasworks Arts Park	\$566,000	\$104

Major leases on council assets		Market rental (Estimate determined by valuation report)	Rent per year (excluding GST)
Linden New Art	26 Acland Street, St Kilda	\$220,000	\$104

Total budget for 2017/18

\$24.2 million

How is it spent?

Operating - \$19,742,371

Capital - \$4,478,088

How is it funded?

Rates - \$11,037,112

Fees and charges including parking - \$5,171,343

Other income - \$8,012,004 including \$5.6 million of markets rental and hire income.

Strategic direction 6: Our commitment to you.

What we want to see by 2027

6.1 A financially sustainable, high performing, well governed organisation that puts the community first

How we will measure progress

Outcome indicators	2014/15 result	2015/16 result	2017/18 target	2020/21 target	2027 target
Satisfaction with community consultation and engagement (index). This measure is	61	62	>60	>65	>70

Outcome indicators	2014/15 result	2015/16 result	2017/18 target	2020/21 target	2027 target
required under the Local Government Performance Reporting Framework.					
Proportion of residents who have participated in community engagement activities. This measure is required under the Local Government Performance Reporting Framework. This is a new measure. Baseline will be set in 2017/18.	No data	No data	Baseline to be set	Baseline to be set	Baseline to be set
Satisfaction with the overall performance of Council (index)	68	64	>65	>70	>70
Overall financial sustainability risk rating (as measured against the VAGO Financial Sustainability Risk Framework)	Low	Low	Low	Low	Low
Efficiency savings as a percentage of operating expense (excluding depreciation)	1.2%	1.8%	1%	1.5%	1.5%

By 2027 we want to see:

6.1 A financially sustainable, high performing, well-governed organisation that puts the community first

We will work towards this outcome by:	Our priorities for the next four years:
<p>A Improving customer experience and technology and being more innovative.</p> <p>B Improving community engagement, advocacy, transparency and governance.</p> <p>C Inspiring leadership, a capable workforce and culture of high performance and safety.</p>	<ul style="list-style-type: none"> • Develop and implement a Customer Experience Improvement Plan and Information and Communications Technology Strategy. • Be the partner of choice for other councils and organisations to work with, to enable improved customer experience, productivity and innovation. • Be catalysts for greater community action, including by opening up more of our data to the public

We will work towards this outcome by:	Our priorities for the next four years:
<p>D Ensuring sustainable financial and asset management and effective project delivery.</p>	<ul style="list-style-type: none"> • Develop and implement a Community Engagement Policy and a plan for deeper community participation in Council planning and budgeting activities. • Develop and implement an advocacy strategy to advance Council and community priorities. • Improve our enterprise planning, performance, risk and compliance frameworks. • Deliver the Council Election 2020. • Improve record-keeping, including digitising historical records. • Upgrade the organisation's financial and asset management systems, processes and practices. • Invest in improving the condition, functionality, capacity and sustainability of council assets. • Continue to build organisational capability and maturity in project management. • Review our rating strategy, property policy and investment policy. • Review the organisation's People and Culture Strategy and develop a workforce plan. • Improve the organisation's health and safety practices.

This direction is supported by:

Instrument	Description
Advocacy priorities	Advocate to the Victorian Government for access to Fishermans Bend development contributions to support delivery of community infrastructure.
Engagement and partnership priorities	<p>Work with the Municipal Association of Victoria (MAV) to advocate for a cost-shift index to be applied to the Victorian Government cap on rates increases.</p> <p>Work with other councils, the MAV, and organisations on opportunities to drive efficiency and service improvements through collaborative procurement, process and system improvement, and where relevant, service delivery.</p>
Strategies / plans. These are mapped to the direction they primarily contribute	<p>Asset management plans (<i>under review</i>)</p> <p>Asset Management Policy 2017 and Strategy (<i>under development</i>)</p> <p>City of Port Phillip Security Camera Footage Policy 2012</p>

Instrument	Description
to. Some strategies, plans and policies will contribute to multiple directions.	Civic Recognition and Support Strategy Councillor Code of Conduct (including Councillor Support and Expense Reimbursement Policy 2016) Employee Code of Conduct Property Policy 2009 Risk Management Policy 2017

Key projects that will be underway by 2027

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
Asset management	South Melbourne Town Hall Lifts Upgrade	\$1,400,000	Deliver	Start	Finish	n/a	n/a	n/a
	Building Renewal and Upgrade Program. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .	\$11,630,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Building Safety and Accessibility Program	\$6,810,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Staff Accommodation Plan Development	\$200,000	Deliver	Finish	n/a	n/a	n/a	n/a
	Council Fleet Renewal Program	\$5,646,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Governance and engagement	Integrated Council Plan and Budget Community Engagement	\$845,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Technology, transformation and customer experience	Business Enablement and Innovation Fund	\$800,000	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Improvement in Technology and Customer Experience. Includes Core Application Renewal and Upgrade Program and Core Business Technology Infrastructure Renewal and Upgrade	\$15,092,000 million	Deliver	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Service	Project	Cost (4-year projection)	Council's role	2017/18	2018/19	2019/20	2020/21	2021-27
	Program. This is a major initiative that will be reported on in Council's Annual Report, pursuant to section 131 of the <i>Local Government Act 1989</i> .							
	Online Communications Improvement Program	\$621,000	Deliver	n/a	Start	Finish	n/a	n/a

Services that contribute to this direction

Service category and description	Expenditure type	2017/18	2018/19	2019/20	2020/21
Asset management – ensure effective management of our assets and property.	Operating expenditure	\$4,579,287	\$4,533,126	\$4,692,372	\$5,050,244
	Capital expenditure	\$3,502,696	\$4,570,172	\$5,069,968	\$7,714,916
Finance and project management – maintain financial sustainability by ensuring effective management and control of our financial resources and ensuring Council's projects deliver best value.	Operating expenditure	\$8,278,721	\$8,503,227	\$8,808,343	\$9,193,454
	Capital expenditure	\$49,726	\$79,007	\$78,208	\$58,421
Governance and engagement – enable good governance by supporting Councillors to make well-informed decisions, managing freedom of information, maintaining records, ensuring robust planning, reporting and risk management, and facilitating inclusive engagement with our community to support decision making.	Operating expenditure	\$9,521,737	\$9,721,154	\$10,056,956	\$10,740,835
	Capital expenditure	\$25,392	\$383,844	\$317,436	\$154,832
People, culture and capability – ensure our employees are supported to deliver our services, have access to development opportunities, and work in a safe and healthy environment.	Operating expenditure	\$3,933,402	\$3,643,302	\$3,770,494	\$3,937,527
	Capital expenditure	\$12,696	\$20,172	\$19,968	\$14,916

Service category and description	Expenditure type	2017/18	2018/19	2019/20	2020/21
Technology, transformation and customer experience – enable efficient and effective service delivery to our community through best practice information and communication technologies, clever information management, continuous improvement of the community's experience of Council, and ensuring our community are informed about available services and their queries and requests are responded to.	Operating expenditure	\$3,112,090	\$3,212,658	\$3,516,702	\$3,454,772
	Capital expenditure	\$4,354,392	\$3,640,344	\$3,639,936	\$3,629,832
Note: These services ensures Council delivers on its requirements under the Local Government Act 1989, the Local Government Performance Reporting Framework, and employment and occupational health and safety regulations.					

Performance measures

Outcome	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
Asset management	Asset management maturity	883	883	>1,000	Under development
	Asset renewal as a percentage of depreciation. This measure is required under the Local Government Performance Reporting Framework. Council uses VAGO asset renewal / upgrade to depreciation as a key measure of financial sustainability.	73%	72%	78%	84%
Finance and project management	Average residential rate per residential property assessment. This measure is required under the Local Government Performance Reporting Framework.	\$1,359	\$1,434	\$1,513	\$1,625
	Expenditure per property assessment. This measure is required under the Local Government Performance Reporting Framework.	\$2,623	\$2,620	\$2,952	\$2,840
	Working capital. This measure is required under the Local Government Performance Reporting Framework.	221%	243%	202%	194%

Outcome	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
	Unrestricted cash. This measure is required under the Local Government Performance Reporting Framework.	94.9%	104%	95%	103%
	Loans and borrowing compared to rate revenue. This measure is required under the Local Government Performance Reporting Framework.	8.5%	8.0%	7.4%	6.5%
	Adjusted underlying result. This measure is required under the Local Government Performance Reporting Framework.	(0.6)%	1.0%	(9.3)%	4.5%
	Rates concentration. This measure is required under the Local Government Performance Reporting Framework.	60.2%	61.3%	60.2%	60.3%
	Rates revenue compared to property values. This measure is required under the Local Government Performance Reporting Framework.	0.22%	0.23%	0.19%	0.19%
	Rates collection rate	98%	98%	98%	98%
	Return on financial investments	2.86%	2.88%	2.28%	50 basis points above the 90 day BBSW swap rate
	Percentage of priority projects on track	77%	68%	80%	80%
	Project management maturity score	16.8	18.1	>21	>21
Governance and engagement	Council decisions closed to public. This measure is required under the Local Government Performance Reporting Framework.	2%	7%	<10%	<10%
	Councillor attendance rate at Council meetings. This measure is required under the Local Government Performance Reporting Framework.	92%	92%	>90%	>90%

Outcome	Measure	Result 2014/15	Result 2015/16	Target 2017/18	Target 2020/21
	Direct cost of delivering Council's governance service per Councillor. This measure is required under the Local Government Performance Reporting Framework.	\$55,333	\$59,459	<\$60,000	<\$65,000
	Material legislative breaches	4	9	0	0
	Audit actions completed on time	73%	93%	>90%	>90%
	Community satisfaction with advocacy (index)	59	59	60	62
	Community satisfaction with Council decisions (index)	60	59	60	62
People, culture and capability	Staff engagement score	71%	74%	>74%	>74%
	Staff alignment score	52%	59%	>59%	>59%
	Staff turnover. This measure is required under the Local Government Performance Reporting Framework.	10%	10.4%	10%	10%
	Total recordable injury frequency rate per million work hours	22.2	19.4	14.5	9.5
Technology, transformation and customer experience	Community time saved (days)	3,685	19,054	10,000	12,000
	Staff time saved (hours)	1,242	3,401	5,000	3,000
	Operating efficiencies	\$2 million	\$3 million	\$2 million	\$2.6 million
	Community satisfaction with customer service (index)	73	71	>70	>70
	Calls answered within 30 seconds	75%	78%	>80%	>80%
	Requests resolved within agreed timeframe	89%	91%	>90%	>90%
	Percentage of residents that agree the website is easy to use and navigate through the sections you want	92%	87%	90%	90%

Service information

Service statistics	Result	Assets	Result
Customers interactions	206,802	Council corporate fleet cars	123
Twitter followers (total)	5,450	Computers	826
Rates invoices	175,000	Mobile phones	614
Leases and licences managed (total)	170		
Building maintenance requests processed	5,100+		
Rateable residential properties (total)	61,952		
Rateable commercial / industrial properties (total)	7,877		

Financial contributions	Value	Major contracts	Annualised value 2017/18
Councillor committee donations and neighbourhood contributions	\$35,000	Insurance services <i>Note: actual expenditure is allocated to relevant services</i>	\$1.2m
		Recruitment services	\$875,000
		Electricity	\$806,000
		Valuation services	\$709,000
		Security services <i>Note: actual expenditure is allocated to relevant services</i>	\$584,000
		Microsoft licensing agreements	\$576,000

Financial contributions	Value	Major contracts	Annualised value 2017/18
		Procurement panel (recruitment and training)	\$493,000
		Banking and bill payment services	\$489,000
		After hours customer service	\$480,000
		Printing services <i>Note: actual expenditure is allocated to relevant services</i>	\$423,000
		Internet network services	\$391,000
		Stationary and associated services	\$300,000
		Internal audit and core assurance services	\$213,000
		Mechanical maintenance services	\$200,000
		Local area network infrastructure	\$192,000
		Diversity newsletter	\$192,000
		Electronic security services	\$176,000

Major leases on council assets		Market rental (Estimate, unless otherwise stated determined by the valuation report)	Rent per year (excluding GST)
Access Arts Victoria	222 Bank Street, South Melbourne	\$235,000	\$59,702
Brewsters	Ground floor, 147 Liardet Street, Port Melbourne	\$211,993	Equals market rental estimate

Major leases on council assets		Market rental (Estimate, unless otherwise stated determined by the valuation report)	Rent per year (excluding GST)
Café Watersedge	11 Waterfront Place, Port Melbourne	\$309,000 (Market rent is Net Annual Value – a rating calculation for market rent undertaken every two years for rating purposes and used where a valuation report is not available)	\$62,535
Palais Theatre Live Nation	14 Lower Esplanade, St Kilda	\$875,000	Equals market rental estimate
Redside	9 Waterfront Place, Port Melbourne	\$371,500 (Market rent is Net Annual Value – a rating calculation for market rent undertaken every two years for rating purposes and used where a valuation report is not available)	\$41,797
Sails on the Bay	15 Elwood Foreshore, Elwood	\$207,126	Equals market rental estimate
Schiavello Group	13 Waterfront Place, Port Melbourne	\$422,500 (Market rent is Net Annual Value – a rating calculation for market rent undertaken every two years for rating purposes and used where a valuation report is not available)	\$61,742
Shorething Donovans	36 Jacka Boulevard, St Kilda	\$291,490	Equals market rental estimate
St Kilda Sea Baths Car Park	8 Jacka Boulevard, St Kilda	\$225,000	Equals market rental estimate
St Kilda Marina	42A Marine Parade, St Kilda	\$1,152,000 (Market rent is Net Annual Value – a rating calculation for market rent undertaken every two years for rating purposes and used where a valuation report is not available)	\$157,310
Stokegroup	30 Jacka Boulevard, St Kilda	\$490,000	\$461,491 (The Stokehouse lease allows for initial discounts related to the fire reinstatement and business

Major leases on council assets		Market rental (Estimate, unless otherwise stated determined by the valuation report)	Rent per year (excluding GST)
			re-establishment reflecting direct investment by the Stokehouse operators)
The Vineyard	71A Acland Street, St Kilda	\$245,000 (Market rental estimate is currently contested)	\$202,591
West Beach Bathing Pavilion	330 Beaconsfield Parade, St Kilda West	\$358,000	\$0 (Percentage of turnover above threshold amount is currently under review)

Total budget for 2017/18

\$37.4 million

How is it spent?

Operating - \$29,425,236

Capital - \$7,944,902

How is it funded?

Rates - \$24,300,994

Fees and charges including parking - \$5,084,155

Other income - \$7,984,990

Delivering our strategic directions

Four-year budget at a glance

Strategic direction	Total spend 2017-2021 (\$m)	Value per \$100 of rates
We embrace difference, and people belong	Operating - \$175,800,000 Capital - \$25,500,000	\$13
We are connected and it's easy to move around	Operating - \$84,800,000 Capital - \$41,300,000	\$20
We have smart solutions for a sustainable future	Operating - \$97,900,000 Capital - \$27,300,000	\$20
We are growing and keeping our character	Operating - \$144,000,000 Capital - \$32,500,000	\$17
We thrive by harnessing creativity	Operating - \$82,100,000 Capital - \$10,500,000	\$8
Our commitment to you	Operating - \$122,300,000 Capital - \$37,300,000	\$22
Note: our commitment includes funding for some major capital works that contribute to all directions and cannot be readily allocated.		

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.

The 10-year Financial Plan is in Section 3.

Addressing the rates cap challenge

Over the next 10 years, we will face many challenges that require strong financial leadership and creative solutions to overcome them. Key among these challenges will be rates capping. Without action, the Financial Plan forecasts a cumulative \$35 million funding gap due to rate capping.

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. As such, 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 and close the rates cap gap by adjusting the following strategic levers.

Delivering efficiency and cost savings

The community's expectations for better value service delivery are of primary concern to Council. We have identified permanent operational savings of \$2.0 million in Budget 2017/18. This adds to the \$7.0 million of savings delivered in the last three budgets.

Over the period of the financial plan, we will target the delivery of efficiency savings equivalent to one per cent of operating expenditure (less depreciation) per annum for the first three years and 1.5 per cent per annum thereafter. This is expected to reduce our cost base by a cumulative \$22.5 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.

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 to service the debt. Borrowings will not be used to fund ongoing operations.

The financial plan includes refinancing a \$7.5 million loan due to mature in 2021/22 on interest only terms. It is expected that this will release \$5.3 million in cash over the 10-year period while maintaining very low debt levels.

We maintain general reserves at levels sufficient to ensure operational liquidity. 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 such as the Ferrars Street Education and Community Precinct works (\$9.8 million). 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 Palais Theatre Reserve funded from significantly increased rental returns following the successful leasing process last year to ensure funds are available to maintain the theatre over the long term.

Our investment in the Pride Centre will be part funded from the Strategic Property Reserve (built up from sale of surplus assets) and general reserves.

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 the disciplined budget setting and expenditure monitoring, the strategy in the financial plan provides \$4.2 million per annum for operating projects. This represents a minor reduction compared to historical expenditure levels, resulting in cumulative savings of \$2.0 million over the 10-year period.

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

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 and/or cause expenditure should make an appropriate contribution to the service balanced by the capacity of people to pay.

The financial plan links increases in Council user charges to the rates cap plus 0.25 percentage points from 2018/19. This is forecast to contribute a cumulative \$1.7 million towards the rates cap gap. 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 the financially disadvantaged groups of the community. In addition to our commitment to keeping rates affordable, we offer assistance packages:

- A pensioner rebate that will increase by 2.6 per cent to \$160 in 2017/18. The City of Port Phillip is one of very few councils that offers this scheme.
- An option for self-funded retirees to defer their rates indefinitely at five per cent for the 2017/18 financial year (half the official penalty interest rate set by the Victorian Government).
- Providing a 50 per cent waiver of the general rate for housing accommodation that provides reduced rentals for elderly persons of limited means.
- Freezing animal management fees for pensioners at 2014/15 levels.

- Support for residents and ratepayers experiencing hardship through rate deferrals and payment arrangements.

Financial risks

- The financial plan assumes rates capping based on the Essential Services Commission (ESC) recommended methodology. Since its introduction, the Minister for Local Government has prescribed rate increases lower than the ESC recommendation. Every 0.1 per cent lower than the ESC methodology equates to a \$119,000 reduction per annum in revenue.
- The financial plan achieves financial sustainability over the next 10 years. Beyond this period, sustainability will be tested particularly if other financial risks materialise.
- A more subdued property development market may result in rates revenue growing at a lower rate than the 1.3 per cent per annum financial plan assumption. Every 0.1 per cent reduction in growth equates to a \$119,000 reduction in revenue.
- Parking revenue, which is our second largest revenue source, is historically volatile and can be impacted by the macro-economic environment. A 1.0 per cent reduction in revenue from parking fees and fines equates to a \$300,000 per annum reduction in revenue.
- There may be a large funding gap between the infrastructure desired in Fishermans Bend and what is able to be funded. A failure to appropriately budget for the costs of running and looking after new assets in Fishermans Bend is also a risk.
- The possibility of a future unfunded defined benefits superannuation call.
- Future reductions in funding from other levels of Government or increases in cost shifting.
- A major, unexpected, asset renewal/upgrade challenge.

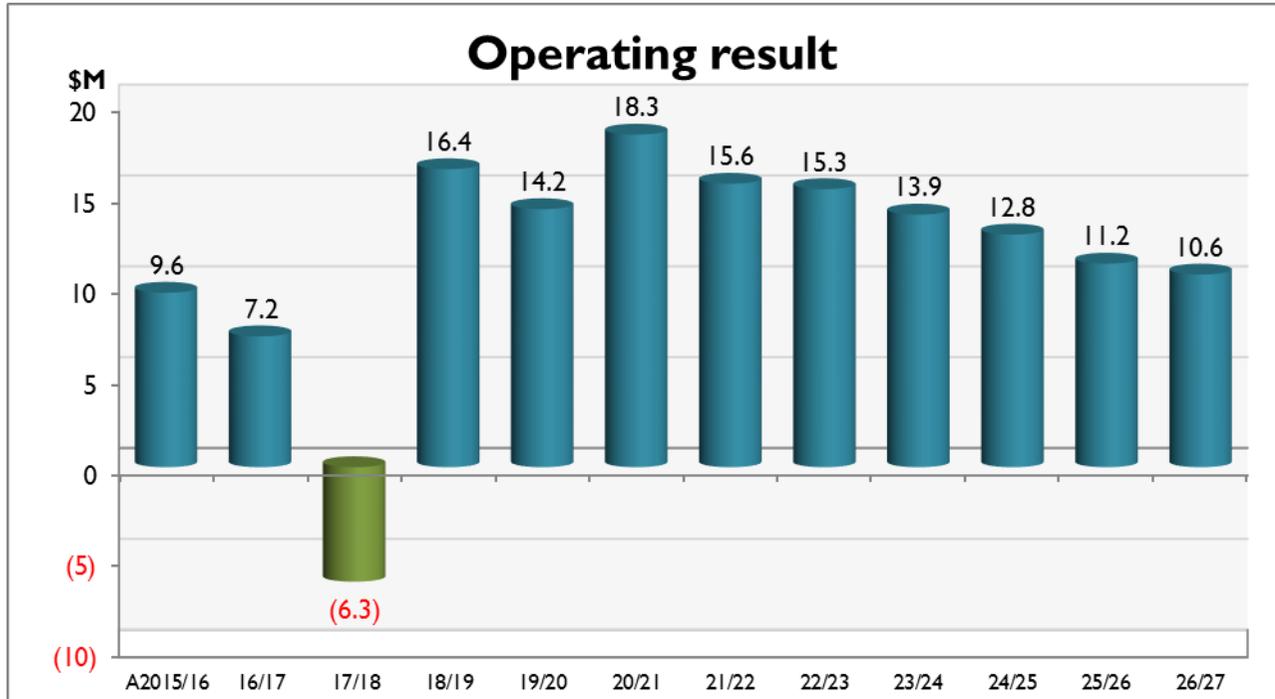
Notwithstanding these risks, our sound financial position with low levels of borrowing and healthy reserves balance enable us to respond to these financial risks in the 10-year period if they arise. If necessary, we can also apply to the ESC for an above rates cap increase.

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 demonstrate it is prudent not to (i.e. for 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.

Financial summary

Operating result



Achieving an operating surplus is a key component of our financial strategy. It provides capacity to renew our \$2.6 billion portfolio of community assets, meet debt repayment obligations, and manage the impact of financial risks materialising.

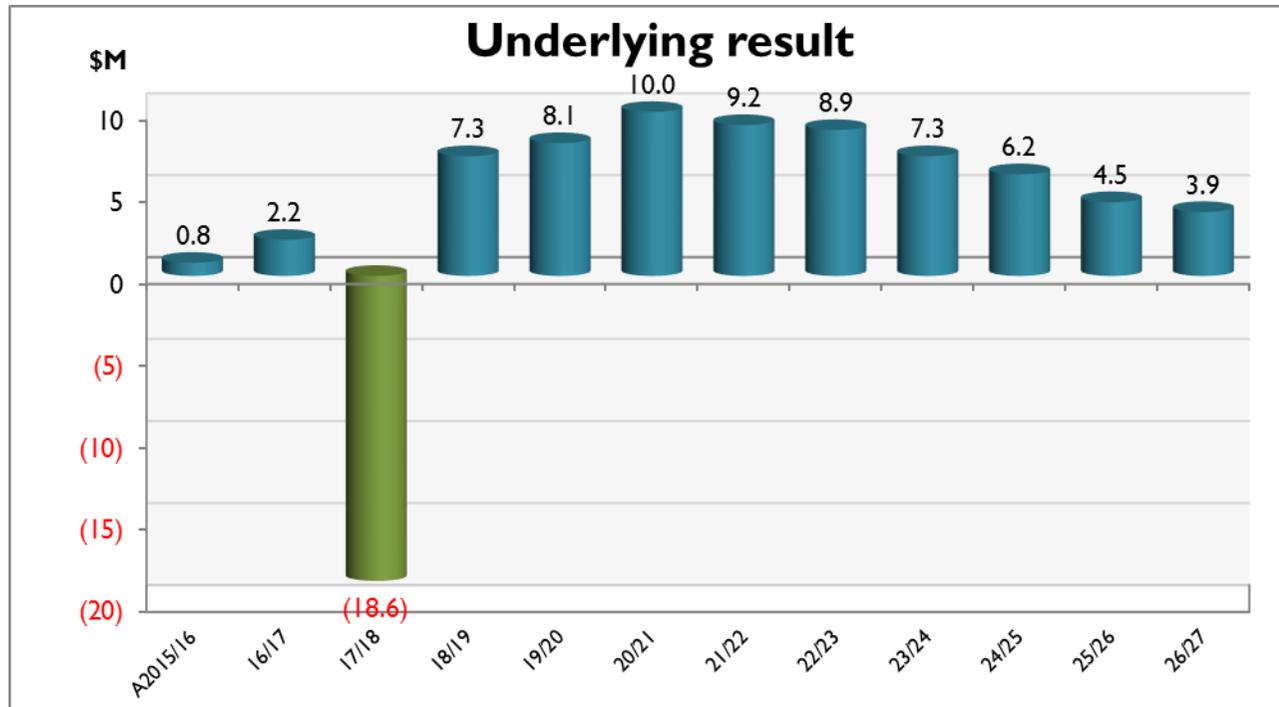
There are three significant one-off items in 2017/18 totalling \$19.4 million:

- Pride Centre contributions (cash and property)
- Ferrars Street precinct works
- relinquishing a Committee of Management property of crown land located at 62-74 Pickles Street, South Melbourne.

These items do not detrimentally impact our objective of financial sustainability, as a large component has no cash impact and/or represents reclassification to operations from the capital portfolio. If the result is adjusted for these items, we would achieve an operating surplus of \$13.1 million.

The decline in operating surplus in the outer years is primarily the impact of the projected 3.8 per cent per annum increase in depreciation expense, the result of our commitment to invest in new and upgraded capital assets over the financial plan.

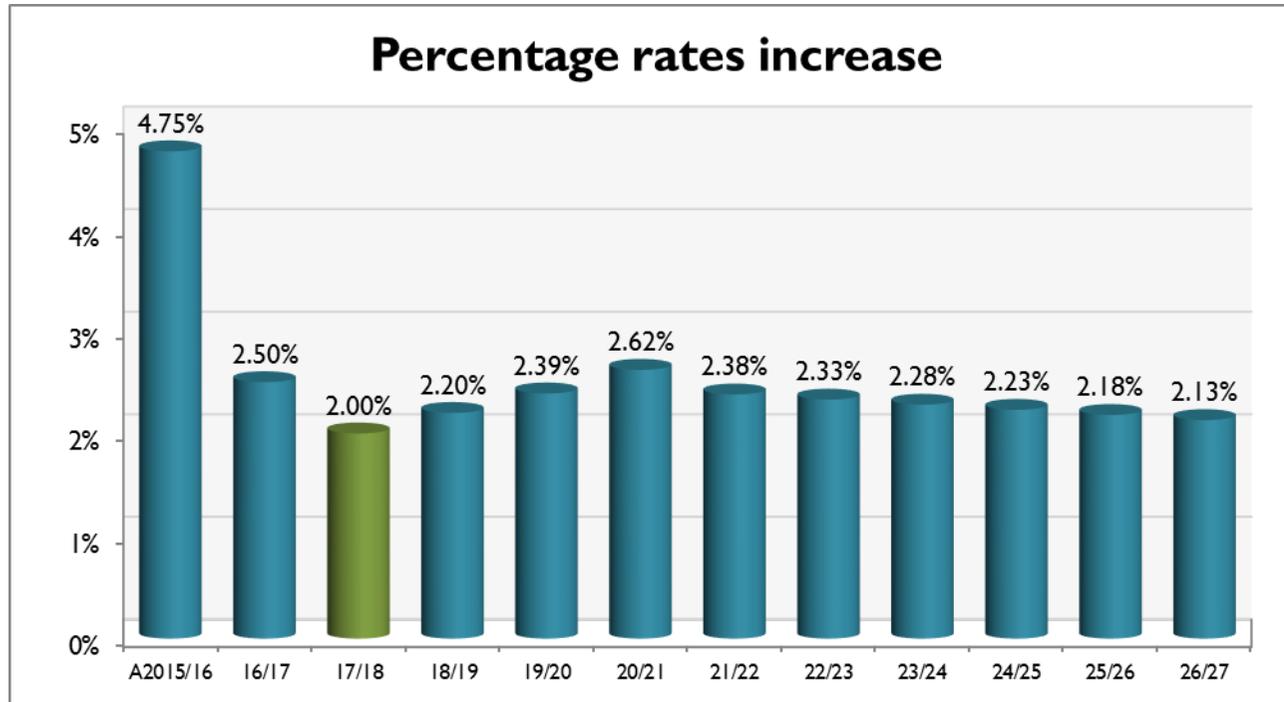
Underlying result



The adjusted underlying result excludes capital related revenue (grants and open space contributions). Reasons for the movement in the underlying result are consistent with the operating result.

Rates percentage increase

Budget 2017/18, which funds a \$42.5 million capital program and maintains existing service levels, includes a 2.0 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 (\$9 million identified over the last four budgets). Future rates increases are based on forward projections of inflation and the ESC methodology for setting the rates cap.



Operating expenditure

The \$28.2 million increase in operating expenditure in 2017/18 has been impacted by increases in non-cash depreciation expenses of \$3.2 million, a \$5.3 million provision for Ferrars Street Education and Community Precinct works, one-off cash and property contributions of \$10.5 million for the Pride Centre, and a non-cash asset write-off of \$3.6 million for the relinquished Committee of Management property of crown land located at 62-74 Pickles Street, South Melbourne. If these items are removed, the 2017/18 adjusted operating expenditure is \$196.7 million, a \$5.6 million or 2.9 per cent increase compared to 2016/17.

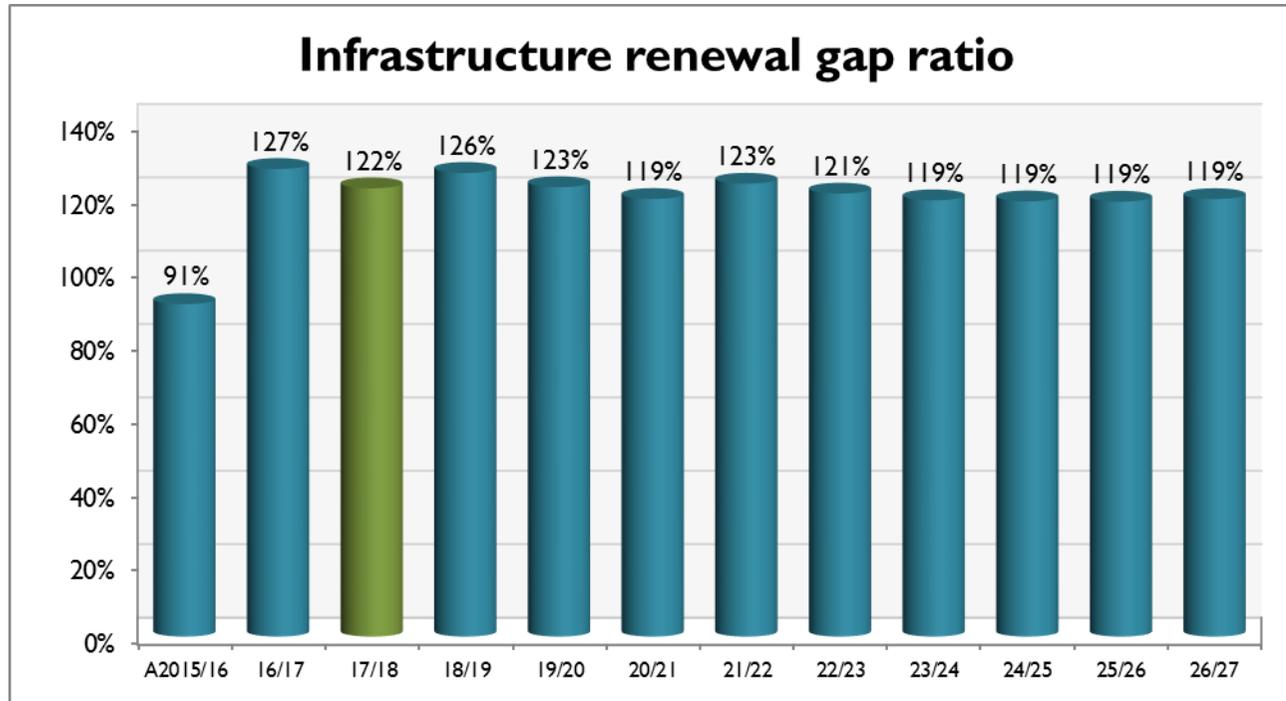
The small but steady growth in operating expenditure in future years is largely driven by inflation (around 2-2.3 per cent per annum), service demand increases associated with population growth (around 1.3 per cent per annum), and the operating expenditure impact of new and improved assets (for example depreciation increase of 3.8 per cent per annum). This is partially offset by our commitment to efficiency and cost savings (1.0-1.5 per cent per annum).



Infrastructure renewal gap

This graph shows the asset renewal and upgrade budget over the financial plan compared to depreciation.

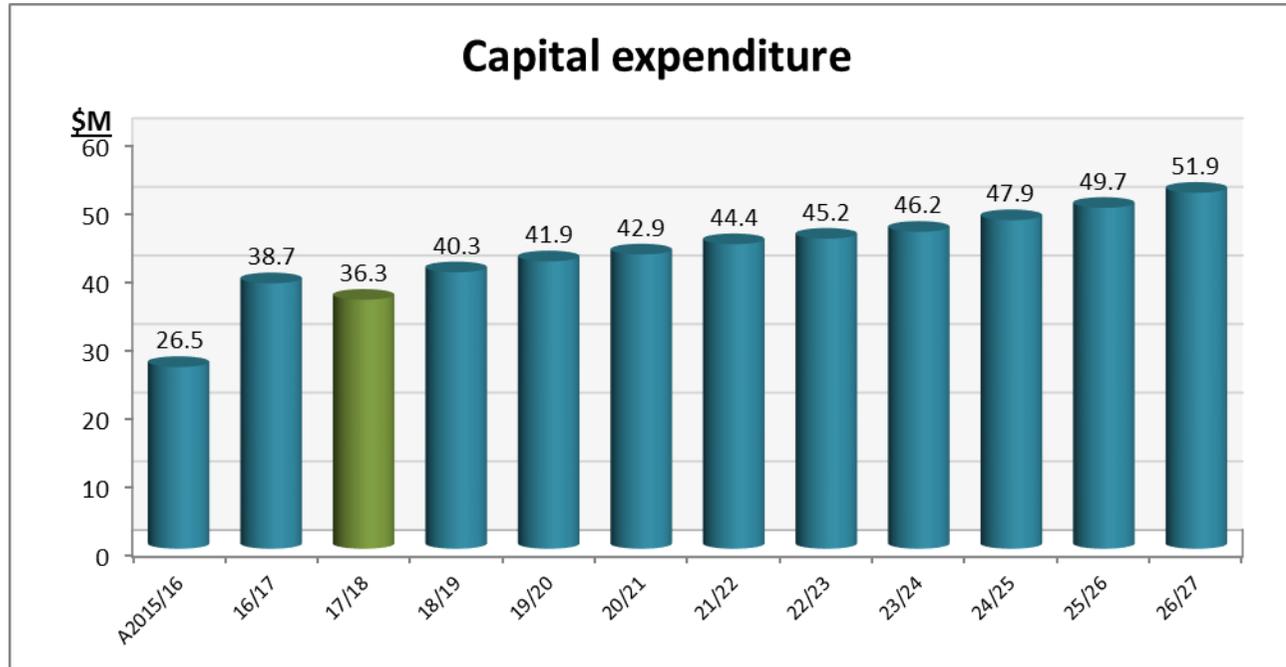
The forecast in 2016/17 includes a significant one-off contribution towards the Palais Theatre restoration. Over the 10-year period, we intend to stay above 100 per cent, which shows our commitment to maintaining and upgrading our existing assets.



Capital expenditure

Capital works expenditure in 2017/18 is expected to be \$36.3 million, out of a total \$42.5 million capital program. The \$6.2 million gap represents the component of the capital program budget expected to be treated as operating expenditure, such as community engagement and feasibility studies.

Over the period of the financial plan, we provide for appropriate levels of capital expenditure to ensure existing assets are maintained and improved, while investing in growth driven assets. Over the 10-year period, we plan for our total capital expenditure to be greater than 150 per cent of depreciation expenditure.



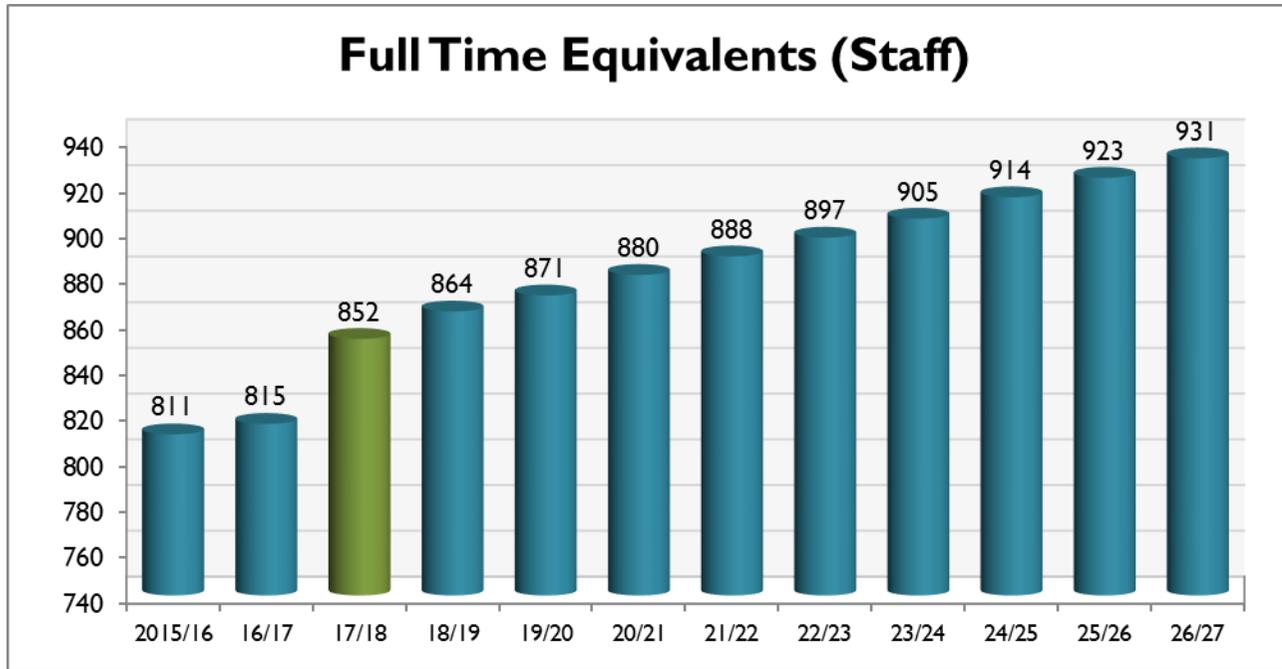
Council staff

Council employees are our most valued resources, enabling the delivery of a broad range of services. While we constrained employee growth to 4.6 full time equivalents (FTE) in Budget 2016/17, in Budget 2017/18 we are proposing a 37 FTE increase based on 47 new positions partially offset through the disestablishment of 10 existing FTE positions. The key drivers for this increase include:

- 14.1 FTE to support delivery of the project portfolio including 3.4 externally funded positions for the Melbourne Metro Rail Authority
- 5.3 FTE in response to population and resultant service growth – primarily the Fishermans Bend Children’s and Community Centre
- 8 FTE to support increased service levels for street cleaning – a priority identified through community complaints and engagement
- 8 FTE to support risk mitigation and legislative compliance including ensuring our buildings and the South Melbourne Market are safe.

Over the last two financial years, the increase in FTE is equivalent to 2.6 per cent per annum.

Over the life of the financial plan, the growth in FTEs is expected to increase by 1.3 per cent in line with projected population growth.



Rates expenditure allocation

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

Service category	Proportion of rates spent on service (for every \$100 we spend)
Transport and parking management	\$19.60
Amenity	\$12.90
Public space	\$12.00
Governance and engagement	\$6.30
Technology, transformation and customer experience	\$5.30
Sustainability	\$4.70
Asset management	\$4.60

Service category	Proportion of rates spent on service (for every \$100 we spend)
Families and young people	\$4.10
Community programs and facilities	\$3.50
City planning and urban design	\$3.30
Libraries	\$3.30
Finance and project management	\$2.90
Arts, culture and heritage	\$2.50
People, culture and capability	\$2.50
Waste reduction	\$2.20
Festivals	\$2.10
Recreation	\$2.10
Children	\$1.80
Ageing and accessibility	\$1.20
Economic development and tourism	\$1.20
Affordable housing and homelessness	\$1.00
Local laws and animal management	\$0.90
Health services	\$0.60
Development approvals and compliance	\$0.30
Municipal emergency management	\$0.30
Markets	(\$1.20)
Total	\$100.00

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

Section 2: Our neighbourhoods

Our neighbourhoods at a glance

People who live in Port Phillip tend to experience the City at a neighbourhood level. Strong communities of interest exist in local areas, and people relate closely with the distinctive characteristics of their own neighbourhood.

We have nine defined neighbourhoods, each with distinct character and attributes. Two of these are emerging neighbourhoods in Fishermans Bend.

We deliver services and projects in our each of our neighbourhoods, and each place is home to community infrastructure that enables us to provide services locally, city-wide and regionally.

Neighbourhood	Forecast population in 2017	Forecast population in 2027	Change
Elwood / Ripponlea	16,618	17,268	3.9%
Balaclava / St Kilda East	17,638	18,700	6.0%
St Kilda / St Kilda West	24,826	28,472	14.7%
St Kilda Road	12,241	17,675	44.4%
Albert Park / Middle Park	11,974	11,908	-0.6%
South Melbourne	10,263	12,133	18.2%
Port Melbourne	17,006	17,172	1.0%
Sandridge / Wirraway	307	5,385	1654.1%
Montague	92	7,032	7543.5%
Port Phillip	110,967	136,301	22.8%

Neighbourhood boundaries do not correspond directly with suburb boundaries. All population estimates and forecasts are sourced from [Forecast.id](#) (based on the 2011 Census), updated in January 2017.

We are Elwood / Ripponlea

Encompassing the suburb of Ripponlea and most of the suburb of Elwood, the neighbourhood is known for its leafy streets and suburban character. Visitors and locals are drawn to the beach and the cafés and restaurants in local shopping strips. Ripponlea Station offers good accessibility to central Melbourne.

Pull out fact

- 28.5 per cent of residents are families.

Our people

- 16,618 people are estimated to live here in 2017. By 2027, the population is forecast to grow by 3.9 per cent to 17,268.
- There is a higher proportion of young people (0-17 years) and 35-49 year olds than the City average, reflecting the greater proportion of family households. There is a smaller proportion of older people.
- While the majority of people live in medium and high-density housing, a greater proportion live in separate housing (20 per cent) than the City of Port Phillip average (14.5 per cent).
- 16 per cent of people speak a language other than English at home, compared with the City average of 19.7 per cent, with Greek, Italian and Russian the most common.

History

Point Ormond was an important source of seafood for the Boon Wurrung people, with evidence of an Aboriginal shell midden found in 1974. The original red, brown and yellow sandstone of this area is likely to have been a source of ochre for body paint used in performance. In 1894, a Ngargee was witnessed at the site that is now Ripponlea mansion.

Development of the area dates from the 1850s. Substantial growth started in the early 1900s, continuing into the interwar period. Significant development occurred during the post-war years. The population was relatively stable during the 1990s and then increased slightly from 2001, largely a result of new apartment developments in the area. Elwood was originally swampland until the development of Elwood Canal, which enabled residential development.

Servicing the community

The Elwood / Ripponlea neighbourhood is home to a range of amenities and facilities.

- Ripponlea neighbourhood activity centre
- Elwood neighbourhood activity centre (Glen Huntly / Ormond roads)
- Tennyson Street neighbourhood activity centre
- Lady Forster Kindergarten
- Poets Grove Family and Children's Centre
- Burnett Gray Centre (Elwood playgroups)

- Elwood Angling Club
- Elwood Life Saving Club
- Elwood St Kilda Neighbourhood Learning centre (including Poets Grove community garden and toy library)
- Elwood Park

- Elwood Beach
- Point Ormond
- Elwood Canal
- Clarke Reserve
- Moran Reserve

Investment in Elwood / Ripponlea this year (2017/18)

- Elwood Park carpark bollard removal
- Elwood Playspace design (funded from open space reserves)
- Elster Creek catchment governance and advocacy
- Elwood public space wall replacement
- Point Ormond and Brighton Road medians sign replacement
- Point Ormond bollard removal and installation
- Point Ormond Kiosk public space and landscaping
- Point Ormond Reserve and Elwood Carnival site shade sail replacement
- Point Ormond, Elwood Tea Tree and Elwood Foreshore revegetation
- Raised zebra crossings at Broadway / Milton Street roundabout (part of the Blackspot Safety Improvements Program and subject to external funding)
- Sails on the Bay building renewals
- Wave St footpath renewal

We are Balaclava / St Kilda East

Encompassing the suburb of Balaclava and part of St Kilda East and St Kilda, this neighbourhood has diverse housing types and population. Primarily a residential neighbourhood, the Carlisle Street activity centre, Balaclava station and Alma Park are key features. The cafes and restaurants on Carlisle Street are popular with locals and visitors.

Pull out fact

- 41.7% of residents are aged 20-34 years.

Our people

- 17,638 people are estimated to live here in 2017. By 2027 the population is projected to grow by 6.0 per cent to 18,700.
- There is a prominent Jewish community in the neighbourhood.
- There is a high proportion of young workers and smaller proportions of parents, young families and older people compared to the rest of the City.
- The majority of people live in medium and high-density housing (81.2 per cent).
- 23.9 per cent of people speak a language other than English at home (higher than the City average of 19.7 per cent).
- Russian (3.1 per cent), Greek (2.1 per cent) and Hebrew (1.6 per cent) are the most common languages spoken at home other than English.

History

Houses in Balaclava / St Kilda East includes larger houses and cottages from the Victorian, Edwardian and interwar eras, and a significant number of flats from the 1960s and 1970s, and more recent contemporary apartments.

Balaclava was named after the battlefield in the Crimean War (1853-1856) and has related street names like Nightingale, Inkerman, Raglan and Sebastopol.

Servicing the community

The Balaclava / St Kilda East neighbourhood is home to a range of amenities and facilities.

- Carlisle Street activity centre
- Inkerman Street local activity centre
- St Kilda Town Hall
- Bubup Nairn Family and Children's Centre
- The Avenue Children's Centre
- St Kilda and Balaclava Kindergarten
- St Kilda Library
- Alma Road Community House (including maternal child health services and Te Arai community garden)
- St Kilda community garden
- Alma Park Reserve
- Hewison Reserve
- Te Arai Reserve
- William Street Reserve
- Pakington Street Reserve

Investment in Balaclava / St Kilda East this year (2017/18)

- Alexandra Street / Alma Road intersection median closure (part of the Blackspot Safety Improvements program and subject to external funding)
- Alma Park stormwater harvesting
- Balaclava Precinct management
- Bubup Nairn non compliance works

- Carlisle Street public toilet improvements
- Charles Street and Glen Eira Avenue footpath renewals
- Elm Grove, Camden Street and Alma Road laneway renewals
- Hewison Reserve irrigation upgrades (funded from open space reserves)
- Inkerman Street intersection upgrades for bike riders (walk and bike plan implementation)
- Marlborough St affordable housing project
- St Kilda Town Hall renewals and security improvements
- Wando Grove road renewals
- Work with PTV on the Carlisle St tram stop upgrade and Balaclava Station interchange

We are St Kilda / St Kilda West

Encompassing the suburbs of St Kilda West (east of Cowderoy Street), most of St Kilda and a small part of Elwood, the neighbourhood is attractive to residents and visitors for its iconic retail strips, significant open spaces and the foreshore.

St Kilda attracts over 2.2 million visitors¹ every year as it is home to many of Melbourne's famous attractions including Luna Park, the Palais Theatre and St Kilda Beach. It also hosts large events including the St Kilda Festival and Pride March.

Pull out fact

- More than 50% of residents rent their home.

Our people

- 24,826 people are estimated to live here in 2017. By 2027, the population is projected to grow by 4.7 per cent to 28,472.
- There is a smaller proportion of young people (under 17 years) when compared to the City average but a higher proportion of people aged 18 to 34 years, reflecting the prominence of young couples, singles and group households.
- The majority of people live in medium to high-density housing (90.1 per cent).
- Over half the dwellings are being rented (higher than the City average) and just under half of the residents live alone.
- 16.2 per cent of people speak a language other than English at home, with Russian and Greek the most common.

History

Albert Park Reserve was once a rich willam or camp for the Yalukut Weelam, with miams (huts) built alongside today's Albert Park Lake. The Ngargee (Corroboree) Tree located in the south-east corner of Albert Park is the last remaining corroboree tree in Melbourne, and also the site of the ceremonial dance circle and Ngargee grasslands that are a current day focus for cultural and reconciliation activities.

European development dates from the 1840s, spurred by the opening of the railway line. St Kilda grew in the late 1880s, continuing into the early 1900s. Expansion continued during the interwar period and the 1940s, including the construction of many flats and apartments. Significant development occurred during the 1950s and 1960s, due mainly to high-density development.

Servicing the community

The St Kilda / St Kilda West neighbourhood is home to a range of amenities, facilities and significant events.

- Fitzroy Street activity centre
- Acland Street activity centre
- St Kilda Road South precinct
- St Kilda Triangle
- Betty Day Community Centre
- Cora Graves Community Centre
- Peanut Farm Reserve Pavilion
- St Kilda Adventure Playground
- Shakespeare Grove and Veg Out
- St Kilda Life Saving Club
- Port Phillip EcoCentre
- Eildon Road Children's Centre
- North St Kilda Children's Centre
- Elwood Children's Centre
- St Kilda Festival
- St Kilda Film Festival
- Esplanade Market
- Linden New Art
- Theatreworks
- Shakespeare Grove Artist Studios
- Palais Theatre
- Luna Park (asset not owned / managed by council)
- Astor Theatre (asset not owned / managed by council)
- National Theatre (asset not owned / managed by council)
- St Kilda Sea Baths (asset not owned / managed by council)
- St Kilda Botanical Gardens
- Catani Gardens
- St Kilda Marina
- O'Donnell Gardens
- Church Street Reserve
- Crimea Street Reserve
- Cummings Reserve
- H R Johnson Reserve
- Jacoby Reserve
- Jim Duggan Reserve
- Renfrey Reserve
- Talbot Reserve
- Waterloo Reserve

Investment in St Kilda / St Kilda West this year (2017/18)

- Barkly Street laneway renewals
- Betty Day Community Centre renewals and solar installation
- Carlo Catani Wall improvements
- Crimea Street reserve upgrade design (funded from open space reserves)
- Donovans roof renewal
- EcoCentre redevelopment contribution
- Fitzroy Street, Seabaths and the Slopes public toilet improvements
- Fitzroy Street precinct management
- Herbert Street footpath renewal
- Herbert Street and Dickens Street road renewals
- Jim Duggan Reserve and Church Square Reserve bollard removal and installation
- Linden Gallery roof and balcony upgrade
- Peanut Farm Reserve sports pavilion upgrade, floodlighting design (funded from open space reserves), soil contamination management, irrigation and grass replacement
- Replace litter bins at Catani Gardens, Fitzroy and Acland streets, and St Kilda Promenade
- Replace Newton Court gates and fences at Dalgety Street Reserve
- Replace seats at Luna Park and Jacoby Reserve
- Replace signs at Church Square Reserve, Brighton Road and St Kilda Road medians
- St Kilda Life Saving Club beach shower, landscaping and access improvements
- St Kilda Botanical Gardens brick path edging
- St Kilda Marina lease
- St Kilda Road South urban design and land use framework implementation plan
- Work with PTV on Fitzroy Street / Grey Street tram stop reinstatement

We are St Kilda Road

Encompassing parts of the suburbs of Melbourne and Windsor, and parts of Albert Park and South Melbourne, the St Kilda Road neighbourhood is unique in the City because of its mix of offices and high-rise residential development. It is our fastest growing neighbourhood.

St Kilda Road is a significant employment area with over 20,000 people working in the neighbourhood. The planned Domain Station for the Melbourne Metro will enhance access to the area. The neighbourhood includes and adjoins significant open spaces and recreational facilities.

Pull out fact

- Population is forecast to grow by 44.4 per cent by 2027.

Our people

- 12,241 people are estimated to live here in 2017, growing to 17,675 in 2027.
- There are a higher proportion of people aged between 18 to 34 years than the City average and a much smaller proportion of parents and young families.
- Almost 97 per cent of residents live in high density housing, with a high proportion of private renters.
- Significantly more people were born overseas (46.5 per cent) than the City average (31 per cent), with origins including China, the United Kingdom, Indonesia and India.

History

St Kilda Road is regarded as Melbourne's iconic 'urban boulevard'. Development of the area dates from the 1860s, with a number of heritage mansions still remaining. Rapid residential apartment development has taken place from the early 1990s, replacing former office space.

The population more than doubled between 1991 and 2001 and growth continues, with development of residential apartment towers now focused in the area north of Albert Road.

Servicing the community

The St Kilda Road neighbourhood is home to a range of amenities and facilities.

- St Kilda Road North precinct
- Domain interchange
- Bowen Crescent Reserve
- Albert Road Reserve
- Albert Park, Golf Course and Lake (asset not owned / managed by council)
- Albert Reserve tennis, lacrosse and cricket facilities (asset not owned / managed by council)

Investment in St Kilda Road this year (2017/18)

- Domain precinct management
- South African War Memorial conservation
- St Kilda Road safety improvement study
- Work with Victorian Government on the Melbourne Metro Tunnel Project / Domain Station

We are Albert Park / Middle Park

Encompassing the suburb of Middle Park, part of the suburb of Albert Park and part of St Kilda West, this neighbourhood is one of the oldest parts of the City with significant heritage areas featuring wide tree-lined streets and houses from the Victorian and Edwardian eras. Primarily a residential area, visitors are also drawn to the beach, local shopping strips and recreational facilities in Albert Park.

Pull out fact

- 22 per cent of people speak a language other than English at home.

Our people

- 11,974 people are estimated to live here in 2017. The population is forecast to decline very slightly to 11,908 by 2027 due to limited housing growth and a reduction in household size (as families mature).
- There are a higher proportion of pre-schoolers and people at post-retirement age than the City average and a significantly smaller proportion of young people starting out in the workforce.
- While almost half of residents live in medium density housing, a significantly higher proportion live in separate housing (30.9 per cent) than the City average of 14.5 per cent.
- Greek and Italian are the most common languages other than English that are spoken at home.

History

The coastline of Port Phillip Bay was a focal point for the Boon Wurrung, who travelled annually down the coast returning to Port Phillip in warmer weather. The Canterbury Road Urban Forest still retains surviving plants of the woodlands and wetlands of the former Albert Park Lagoon, which was the traditional home to the Yalukut Weelam clan.

European development dates from the 1850s, spurred by the opening of the railway line. Expansion continued during the interwar period and the 1940s, and significant development occurred during the 1960s. The population was relatively stable between 1991 and 2006, and increased slightly between 2006 and 2011.

Servicing the community

The Albert Park / Middle Park neighbourhood is home to a range of amenities and facilities.

- Bridport Street / Victoria Avenue neighbourhood activity centre
- Armstrong Street neighbourhood activity centre
- Albert Park Preschool and Maternal Child Health
- Middle Park Kindergarten
- South Melbourne Childcare Cooperative
- Albert Park Library
- Mary Kehoe Community Centre (including Mary and Basil community garden)
- Middle Park Community Centre (including library, toy library, maternal and child health and civic kindergarten)
- South Melbourne Life Saving Club
- Albert Park Yachting and Angling Club
- Albert Park and Middle Park beaches
- Albert Park Reserve (asset not owned / managed by council)
- Ashworth Street Reserve
- Danks Street Playspace
- Gasworks Arts Park
- Frank and Mary Crean Reserve
- Little Finlay Reserve
- Little Page Reserve
- Neville Street Reserve
- Moubray Street Pop Up Park

Investment in Albert Park / Middle Park this year (2017/18)

- Investigating with partners Albert Park stormwater harvesting
- Gasworks Arts Park contamination management and planning for theatre seat replacement
- Sandbar building roof renewal works
- South Melbourne Life Saving Club and public amenities redevelopment planning and design
- Smith Street road renewal
- Station Pier to Kerferd Rd Pier foreshore lighting replacement (funded from open space reserves)

We are South Melbourne

Encompassing most of the suburb of South Melbourne and part of Albert Park, the neighbourhood is one of Melbourne's original suburbs. The South Melbourne activity centre, including Clarendon Street and the South Melbourne Market, attracts a local and regional visitors. Significant established business precincts, predominantly east of Clarendon Street, offer a location for small and medium size firms close to central Melbourne.

Pull out fact

- 17.8 per cent of people live in social housing.

Our people

10,263 people are estimated to live here in 2017. The population will grow by 18.2 per cent to 12,133 by 2027.

Compared to the City average, there is a higher proportion of people aged over 70 years and a lower proportion of residents aged between 18 to 34 years.

Residents live in a mix of medium density (45.9 per cent), separate house (25.0 per cent) and high-density (26.4 per cent) housing, with a higher than average proportion of family households.

The neighbourhood has a much greater proportion of people living in social housing than the City average of 4.8 per cent.

History

South Melbourne, or Nerre nerre minum, was home to the Yalukut Weelam clan of the Boon Wurrung. The higher ground of Emerald Hill (now the site of the South Melbourne Town Hall) was used as a place to engage in ceremonies.

Development dates from the 1850s, following establishment of a tent city for gold seekers. There was rapid growth in the 1870s and 1880s, and significant development occurred a century later, including construction of high-rise public housing estates. The population has increased gradually from the early 1990s, a result of contemporary apartment developments.

Servicing the community

The South Melbourne neighbourhood is home to a range of amenities and facilities.

- South Melbourne Central activity centre (Clarendon Street, South Melbourne Market and surrounding business precincts)
- South Melbourne Town Hall and Community Hub
- South Melbourne Market
- Emerald Hill Library and Heritage Centre
- South Melbourne Community Centre/Trugo Club
- South Melbourne Hellenic RSL
- Melbourne Sports and Aquatic Centre (asset not owned / managed by council)
- Napier Street Aged Care (asset not owned / managed by council)
- CASPA Care Residential Care
- Clarendon Children's Centre
- Clarendon Family Centre (including maternal and child health and toy library)
- Coventry Children's Centre
- Lillian Cannam Kindergarten
- Pickles Street Learning (Youth Education) Centre
- Skinners Adventure Playground
- Sol Green Community Centre
- St Vincent Gardens
- Sol Green Reserve

- Lyell / Iffla Reserve
- Eastern Reserve
- Ludwig Stamer Reserve
- Emerald Hill Place
- Howe Crescent Reserve

Investment in South Melbourne this year (2017/18)

- Dorcas Street / Moray Street roundabout raised zebra crossings and Coventry Street / Tope Street intersection kerb extensions (part of the Blackspot Safety Improvements Program and subject to external funding)
- Emerald Hill Reserve sign replacement
- Ferrars Place and Ferrars Street footpath renewals
- Frank and Mary Crean Reserve seats and picnic table replacement
- Kerferd Road safety improvements planning (subject to funding)
- Park Street / Mountain Street / Nelson Road roundabout safety improvements (walk and bike plan implementation)
- Sol Green Reserve irrigation upgrades (funded from open space reserves)
- South Melbourne Community Centre renewals
- South Melbourne Market building compliance, renewal and stall changeover refit works
- South Melbourne Market solar energy design
- South Melbourne Market strategic business case
- South Melbourne Town Hall lift upgrades

We are Port Melbourne

Encompassing most of the suburb of Port Melbourne, this neighbourhood is a gateway to Melbourne via Station Pier. The Waterfront precinct brings a large number of visitors to the neighbourhood and beyond, attracted to the foreshore and beaches and the retail and commercial strip along Bay Street. Traditional residential heritage precincts contrast with the distinctive areas of Garden City, Beacon Cove and contemporary apartment development in the Port Melbourne mixed use area. The neighbourhood is also home to the Port Phillip Specialist School for children with disabilities.

Pull out fact

- The population is forecast to grow by 4.2 per cent by 2027.

Our people

- 17,006 people are estimated to live here in 2017, growing to 17,728 by 2027.
- Compared to the City average, there is a larger proportion of families with young children and people at post-retirement age (70+ years).
- There is a smaller proportion of renters than the City average (43.9 per cent compared with 50.1 per cent)
- There is a larger proportion of people living in social housing (8.0 per cent compared to the City average of 4.8 per cent).

History

The Port Melbourne lagoon was an original feature of this neighbourhood and a well-known Aboriginal site. The lagoon was filled in from the 1890s to create Lagoon Reserve and Edwards Park.

Port Melbourne is one of the oldest neighbourhoods in the City, with housing dating from the Victorian and Edwardian eras. Major exceptions are the historic Garden City estates developed in the 1930s and 1940s, and the more recent Beacon Cove development adjacent to Station Pier. Beacon Cove and significant redevelopment of former industrial sites for residential apartments (southern end of Bay Street) have seen the population double over the last few decades.

Servicing the community

The Port Melbourne neighbourhood is home to a range of amenities and facilities.

- Bay Street major activity centre
- Garden City neighbourhood activity centre
- Port Melbourne Waterfront precinct
- Ada Mary A'Beckett Children's Centre
- Clark Street Children's Centre
- Bubup Womindjeka Family and Children's Centre
- Port Melbourne Library
- Fishermans Bend Community Centre (and community garden)
- Liardet Street Community Centre
- Port Melbourne Community Centre / Trugo Club
- Port Melbourne Community Room
- Port Melbourne Cricket Ground
- Port Melbourne Tennis Club
- Port Melbourne Life Saving Club
- Port Melbourne Bowls Club
- Port Melbourne Yacht Club
- Sandridge Community Centre / Trugo Club
- Sandridge Life Saving Club
- Buckingham Reserve
- Crichton Reserve
- Cyril Letts Reserve
- Edwards Park
- Fred Jackson Reserve
- Lagoon Reserve
- Garden City Reserve
- Morris Reserve
- R F Julier Reserve
- Sangster Reserve

- Walter Reserve
- Perce White Reserve (asset not owned / managed by council)
- Port Melbourne Town Hall (including toy library)

Investment in Port Melbourne this year (2017/18)

- Bay Street Coles public toilet improvements
- Beach Street separated queuing lane works
- Beacon Cove and Cyril Letts Reserve irrigation upgrades (funded from open space reserves)
- Beacon Cove maritime infrastructure works (funded from open space reserves)
- Crichton Reserve renewal and upgrade (funded from open space reserves)
- Elder Smith Reserve bollard removal and installation
- Garden City Reserve unisex accessible public toilet including change table delivery
- George Walter Reserve irrigation upgrades and sign replacements (funded from open space reserves)
- Heath Street, Poolman Street, Spring Street and Stokes Street road renewals
- Ingles Street signalisation
- Liardet Street Community Centre renewals
- Page Reserve bollard, fence and gate replacements
- Port Melbourne Community Centre and Trugo Club minor works
- Port Melbourne Light Rail and Station St shared path improvements (walk and bike plan implementation)
- Port Melbourne Waterfront precinct management
- Sandridge Community Centre and Trugo Club public toilet and kitchen facilities upgrades
- Solar installation at Liardet Street offices and Port Melbourne Town Hall
- Spring Street footpath renewal

We are Montague

Montague is an emerging neighbourhood in Fishermans Bend. Montague is bound by the West Gate Freeway to the north, the St Kilda Light Rail Line (Route 96) to the east, City Road to the south, and Boundary Street to the west.

As part of Fishermans Bend, Montague is envisaged to feature high-density tower development to the north, and finer grain lower-rise development to the south that will respect heritage buildings and adjoining established neighbourhoods.

The area

- Montague is currently a significant employment area featuring a range of businesses, including cafes and a major cluster of creative industries. It is also home to significant cultural and built heritage that further contribute to the neighbourhood's distinct character.
- There are very few current residents (approximately 92 in 2017). By 2027, it is projected that 7,032 people will reside in Montague and 14,053 residents by 2041.
- The Montague Continuing Education Centre provides services to young persons with mild intellectual disabilities. Montague has strong links to the CBD with established light rail routes.

History

Montague contains a mix of nineteenth and early twentieth century low scale residential, commercial and industrial buildings, including some early historic sites related to the growth of Melbourne's port and earliest worker suburbs. Examples include 'corner' hotels such as Wayside Inn, Talbot Inn, Golden Fleece Hotel, Victorian shops and dwellings along City Road and Montague Street, and notable industrial buildings like the former Dunlop factory and Laycock & Sons Woollen Mills.

Servicing the community

The Montague neighbourhood will be home amenities and facilities currently under development.

- Ferrars Street Education and Community Precinct (under construction)
- Community hub (proposed community hub co-located at the Montague Continuing Education Centre)
- Montague Park (soon to be developed at the corner of Buckhurst and Ferrars Street)

Investment in Montague this year (2017/18)

- Depot accommodation renewal
- Ferrars Street Education and Community precinct community facilities, netball courts, open space, streetscape and program management

We are Sandridge / Wirraway

Sandridge / Wirraway will transform over the next 30 years as the Fishermans Bend renewal area develops.

Sandridge / Wirraway is bound by the West Gate Freeway to the north, Williamstown Road to the south, Todd Road to the west and Johnson Street to the east.

By 2051, it is anticipated the neighbourhood will host more than 20,000 jobs, primarily in the Sandridge suburb, as a result of its premium office and commercial location and proposed transport connections with the CBD across the Yarra River. The suburb of Wirraway is envisaged as a family friendly inner city neighbourhood offering a diverse choice of housing.

The area

- There are very few current residents (approximately 307 in 2017). By 2027, it is projected that 5,385 people will reside in Sandridge / Wirraway and 22,745 residents by 2041.
- This neighbourhood adjoins the Fisherman Bend employment precinct (within the City of Melbourne), which is home to 12,500 existing jobs. North Port Oval and its historic grandstand is an anchor for the local community. JL Murphy Reserve is a major green space in Fishermans Bend, with a focus on active recreation, organised sports and leisure activities.

History

The Sandridge area, named after the high ridges of sand created by wind, originally contained extensive wetlands that were rich hunting and gathering grounds for the Boon Wurrung people.

Formerly part of the neighbourhood of Port Melbourne, this primarily industrial area has been home to several prominent historical Australian aircraft design and automotive manufacturing companies, including the former Rootes/Chrysler factory. 'The Block' residential development at 164 Ingles Street is an example of retention and reuse of an important heritage building that will convey the place's history to the future Fishermans Bend community. The building was the office of John Kitchen and Sons P/L, the largest soap making firm in Australia. The building also has architectural significance as an exceptionally imposing commercial building in the Classical Revival style from the interwar period.

Servicing the community

The Sandridge / Wirraway neighbourhood is home to a range of amenities and facilities.

- North Port Oval Reserve and Pavilion
- JL Murphy Reserve (including Dig-In Community Garden)
- Council Depot and Resource Recovery Centre

Investment in Sandridge / Wirraway this year (2017/18)

- Floodlighting renewals at Aanenson Oval at J.L Murphy Reserve (funded from open space reserves)
- JL Murphy Reserve pavilion upgrade planning and design

Section 3: Finances and performance

Our 10-Year Financial Plan

Overview and context

Financial sustainability is a key objective for Council, as a sound financial base is required to continue to deliver valued services to the community. The 10-Year Financial Plan supports Council to achieve financial sustainability, particularly in the face of the significant challenge posed by rates capping. The financial plan also provides the context within which the Council formulates the Council Plan, including our Strategic Resource Plan and Budget and enables the Council to plan for the financial impacts of growth.

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

Key outcomes of the financial plan: identifying the impact of rates capping

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

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

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

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

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

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

Rates capping challenge

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

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

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

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

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

Growth in Port Phillip

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

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

The Victorian Government is currently preparing a Developer Contributions Plan for Fishermans Bend that will outline future investment needs and funding sources. This is not expected to be complete until later in 2017. Due to the uncertainty of the future investment profile, no further investment has been incorporated in this plan, beyond the immediate proposal for the Montague Precinct. We will update our financial planning for Fishermans Bend as new information becomes available.

Climate change and renewing community assets

We own and control a wide range of assets from land and buildings to roads, drains, footpaths and open space. The total value of our fixed assets is \$2.6 billion and is largely the product of investment by prior generations of residents. Consistent with the trend across the local government sector, we are facing escalating costs to maintain and renew our ageing asset base.

Much of the City is only one to three metres above sea level and therefore vulnerable to the impacts of climate change. Flooding of coastal properties and public amenities, storm damage to infrastructure and beach erosion are examples of climate change impacts. To mitigate against the impacts of climate change, upgrades and renewal of assets will need to be designed and built to suit. This means additional costs. This plan reflects increasing renewals expenditure due to an expanding asset base, and cost escalation for delivering renewals and mitigating against the impacts of climate change.

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

Impacts of State and Commonwealth Government legislation and policy

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

- direct removal of funding, such as the freeze in indexation of grants commission funding and the cessation of \$250,000 funding for adventure playgrounds
- indirect impact of government policies that formally or informally transfer service responsibility, for example we currently allocate resources to support social housing (\$500,000), a public policy area that in many respects should be the responsibility of State and Commonwealth governments
- introduction of the congestion levy, which is being partly funded by a contribution of rates revenue to mitigate the significant negative impact on visitation and trade in the areas where the levy applies (in addition to an increase in parking fees)
- additional capital expenditure required to ensure our buildings are compliant with the Disability Discrimination Act and Building Code.

Financial outcomes

Our decision-making reflects principles of sound financial management, to ensure our finances remain prudent and sustainable.

This plan assesses our financial performance using key financial indicators. See 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 planning horizon. However, it is important to note that we will have to make significant financial savings to meet the rate capping challenge (quantified as \$35 million over 10 years).

Borrowings – No further investment is included in this plan beyond the immediate proposal for the Montague precinct, due to the uncertainty of the future investment profile. It is likely that investing for growth will require the prudent use of borrowing. We have the capacity to borrow up to \$68 million and still achieve a low risk rating in accordance with VAGO's financial sustainability risk assessment. The Financial Plan assumes refinancing of existing loans \$7.5 million in 2021/22 for a further 10-year interest only terms.

Working capital – This is a measure of current assets to current liabilities in determining our ability to pay existing liabilities that fall within the next 12 months. The Financial Plan expects this measure to stay above 100 per cent, peaking at 242 per cent and dipping to a low of 194 per cent.

Infrastructure renewal gap – This measures spending on existing assets through renewal and upgrade compared to depreciation. A ratio of 100 per cent or higher indicates that spending on existing assets is moving at a faster rate than the rate of asset deterioration. The Financial Plan forecasts for significant investment in existing assets over the next 10 years, achieving a renewal gap ratio between 112 per cent and 126 per cent. This recognises that in the past two years, we have been below 100 per cent and the need for upgrades driven by safety (The Building Code of Australia under the *Building Act 1975*) and accessibility (*Disability Discrimination Act 1992*).

Financial sustainability

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

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

We use the Victorian Auditor General Office (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	Forecast Budget Projections										
		2016/17	2017/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Net Result %	Greater than 0%	5.9%	(3.0%)	7.5%	6.4%	7.9%	6.6%	6.3%	5.5%	4.9%	4.2%	3.8%
Working Capital	Working Capital Ratio >100%	227%	202%	213%	217%	194%	235%	240%	242%	241%	234%	224%
Internal Financing	Net cashflow from operations to net capital expenditure >100%	112%	78%	117%	110%	120%	112%	113%	110%	106%	102%	99%
Indebtedness	Indebtedness ratio <40%	6.0%	5.8%	5.6%	5.5%	1.8%	5.2%	5.1%	5.0%	4.9%	4.8%	4.7%
Capital Replacement	Capital to depreciation >150%	156%	148%	159%	159%	157%	156%	153%	151%	150%	150%	151%
Infrastructure Renewal Gap	Renewal & upgrade to depreciation >100%	117%	122%	126%	123%	119%	123%	121%	119%	119%	119%	119%
Overall Financial Sustainable Risk Rating		Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low

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 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.

Financial principle	Measures
	<p>5. Those who directly benefit from or cause expenditure will make a contribution towards funding it.</p> <p>6. Funding mechanisms will be transparent, practical to implement and not involve unreasonable transaction costs.</p> <p>7. Growth in universal services will be funded through growth in rates and the broader revenue base associated with growth.</p> <p>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.</p>
<p>2. Council will have an ongoing sustainable and balanced budget, and ideally a small cash surplus.</p>	<p>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.</p> <p>10. Net cash outflow from operational, capital and financing activities will be in line with, or lower than, cash inflow from operational activities, producing a cash surplus. A positive cash surplus balance any budgeted year is targeted.</p> <p>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.</p>
<p>3. Council's asset base will be maintained, enhanced and expanded.</p>	<p>12. The total pool of assets will increase in value each year – excluding the effect of any revaluation adjustments and sale of assets of lower strategic value.</p> <p>13. Capital expenditure compared to depreciation is to be greater or equal to 150 per cent over a medium to long term planning horizon.</p> <p>14. Assets will be managed in accordance with community need, optimum utilisation and long-term efficiency.</p> <p>15. Capital expenditure on existing assets (asset renewals and upgrades) will be higher than depreciation over a medium to long term planning horizon.</p>
<p>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: <ul style="list-style-type: none"> ○ indebtedness ratio (Non-current liabilities compared to own source revenue) below 40 per cent </p>

Financial principle	Measures
	<ul style="list-style-type: none"> ○ loans and borrowings compared to rates below 70 per cent ○ loans and borrowing repayments compared to rates below 20 per cent.
	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.
5. Council will proactively develop and lead an efficient and effective organisational culture.	20. In order to deliver better value to our growing community, we will support developing policy and practice in the workplace to increase organisational innovation, effectiveness and efficiency.
	21. The organisation will target delivery of productivity and efficiency savings of greater than one per cent of operating expenditure less depreciation per annum.

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

Use of rate revenue

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

- Local government rates are levied in accordance with a ratepayer's capacity to pay as measured by the Net Annual Value (NAV) of property owned within the municipality. Rates levied are therefore directly proportional to the NAV of individual properties. Other measures such as concessions, deferral of rate payments and other discounts to fees and charges will be applied to address equity and access issues.
- Universal services are funded from the broadest forms of income - rates and parking revenue.
- Fees for subsidised services provided by Council in a market, such as childcare and aged care, will be based on a clearly articulated policy position. To achieve equitable outcomes, these services will be funded through a mix of user charges, government grants and rates.
- Specific individual regulatory services such as, but not limited to, animal licences, parking permits and planning permits will be funded, where possible, through user charges (some may be set by statute) and otherwise through rates.
- Special rates are levied against retail tenants in various shopping precincts and this rate income is then distributed to centralised trader associations to spend on improving the shopping strip for the benefit of all traders.
- Rate concessions are available for recreational land and pensioners. We are one of only a few councils that provide a pensioner rate rebate in addition to the Victorian Government pensioner rate rebate.
- Self-funded retirees are entitled to request a deferral of their rates indefinitely at a discounted interest rate. Persons experiencing financial hardship may also, subject to application and financial assessment, access this benefit.

Use of borrowings

Our borrowings strategy is supported by the following principles:

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

Infrastructure and asset management

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

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

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 ten year forecast that best represents our expected financial performance given those assumptions.

- The financial information used for 2017/18 (the base year) is based on the February 2017 forecast. The revenue and expenditure associated with growth has been separated from all other activities for the purposes of this Financial Plan. The assumptions associated with growth are included in the *Planning for growth* section.
- A detailed explanation of planning assumptions is provided below.

Item	2017/18	2018/19	2019/20	2020/21	2026/27
Consumer Price Index (CPI)	2.10%	2.10%	2.10%	2.30%	2.30%
Based on the most recent forecast from the Deloitte Access Economic Business Outlook for the Victorian Consumer Price Index.					
Rates cap – base case (ESC recommended methodology)	2.00%	2.20%	2.39%	2.62%	2.13%
There remains some uncertainty as to the level of the rates cap in future years. For the purposes of the financial plan, Council has used forecasts from the Deloitte Access Economic Business Outlook for the Consumer Price Index and Wage Price Index.					
Growth in the rate base	1.3% per annum based on latest population growth data from Profile ID and Fisherman's Bend Taskforce.				
Parking revenue	Parking fees is linked to the CPI plus 0.25 percentage points per annum from 2018/19 and fines by 2.0% per annum.				
User fees and charges	User fees and charges is linked to the CPI plus 0.25 percentage points per annum from 2018/19.				
Open space contributions	Remains constant at \$4.1 million per annum plus forecast contributions from Fisherman's Bend.				
Government grants	Operating grants increased by CPI. Capital grants are based on identified funding. The out-years set at \$1.3 million.				
Interest received	2.10%	2.50%	2.50%	3.60%	3.60%
Based on the Deloitte Access Economic Business Outlook forecast for the 90 day bank bill rate plus 50 basis points.					
Employee costs	2.00%	2.00%	2.30%	2.30%	2.30%
Employee benefits to increase as per latest EBA 2.0% for 2017/18 and 2018/19. The out-years are linked to CPI.					
Contract services, professional services, materials and other expenditure	Increased by CPI or contractual agreements.				

Item	2017/18	2018/19	2019/20	2020/21	2026/27
Utility costs	Based on forecasts from Australian Energy Market Operators, utility costs are expected to be higher than CPI at 3.28% per annum.				
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	Depreciation has been increased as a product of new assets being created consistent with the planned capital program.				
Operating projects	Total operating projects to be capped to \$4.2 million from 2018/19 and increases by annual CPI.				
Capital projects	Capital projects consistent with the detailed planned over the Strategic Resource Plan. Annual capital project budgets will target renewal gap ratio greater than 100% and capital replacement ratio greater than 150%.				
Borrowings	Assumes refinancing of \$7.5 million due to mature in 2021/22 for a further 10-year interest only terms. We will review borrowings when reviewing and developing the Council Plan and Budget. The prudent use of borrowing is to be consistent with our principles of smoothing out major financial shocks, inter-generational significant projects and for growth related capital projects.				
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 and out-goings are equivalent (each year) • sustainable transport reserve receipts and out-goings are equivalent (each year) • a debt repayment reserve is used to accumulate the capital necessary to retire council debt. 				

Financial risks

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

Other financial risks include:

- More subdued property development, which may result in the rates revenue base growing at a lower rate than the current 1.3 per cent growth assumption, (every 0.1 per cent reduction in growth equates to a \$119,000 revenue loss).
- Lower than expected parking revenue, our second largest revenue source. Parking revenue is historically volatile and is impacted by the macro-economic environment (a 1.0 per cent reduction in revenue from parking fees and fines equates to a \$300,000 revenue loss).
- Uncertainty regarding Fishermans Bend. There may be a large funding gap between the infrastructure desired and that able to be funded. A failure to appropriately budget for the costs of running and looking after new assets in Fishermans Bend is also a risk.

- The possibility of a future unfunded defined benefits superannuation call occurring.
- Future reductions in funding from other levels of government or increases in cost shifting.
- A major, unexpected, asset renewal issue.

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

Planning for growth

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

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

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

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

Further proposed capital investment includes:

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

Non-financial resources

Council culture

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

Council staff

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

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

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

Financial statements

This section presents our Financial Statements and Statement of Human Resources. Budget information for 2017/18 to 2020/21 has been extracted from the Strategic Resource Plan.

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

- Comprehensive income statement
- Income statement converted to cash
- Balance sheet
- Statement of changes in equity
- Statement of cash flows
- Statement of capital works
- Capital projects 2017/18
- Summary of capital works expenditure 2017-21
- 2017-27 capital program
- Budget 2017/18 operating projects
- Schedule of reserve movements
- Statement of human resources
- Summary of planned human resources
- Grants – operating
- Grants – capital
- Statement of borrowings

Comprehensive income statement

	Notes	Forecasts		Budget	Projections							
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Rates and charges		117,201	120,769	125,205	130,038	135,350	140,545	145,862	151,300	156,859	162,536	168,330
Statutory fees and fines:												
• Parking fines		17,992	18,637	19,010	19,390	19,778	20,174	20,577	20,989	21,409	21,837	22,274
• Other statutory fees and fines		3,991	4,073	4,159	4,246	4,344	4,444	4,546	4,651	4,758	4,867	4,979
User fees:												
• Parking fees		16,230	16,296	16,695	17,358	17,856	18,326	18,799	19,275	19,753	20,233	20,715
• Other user fees		17,708	18,031	19,273	19,782	20,058	20,587	21,119	21,657	22,194	22,735	23,277
Grants - operating		11,473	9,421	10,444	10,663	10,908	11,159	11,416	11,679	11,948	12,223	12,504
Grants - capital		2,534	4,460	4,585	1,400	3,400	1,300	1,300	1,300	1,300	1,300	1,300
Contributions - monetary	1	8,167	7,830	4,488	4,773	4,884	5,063	5,131	5,252	5,331	5,373	5,405
Other income		13,123	13,406	14,288	14,332	16,024	15,602	16,246	16,232	16,910	16,535	16,961
Total Income		208,419	212,923	218,147	221,982	232,602	237,200	244,996	252,335	260,462	267,639	275,745
Expenses												
Employee costs		83,863	88,637	91,636	94,457	97,856	101,810	105,925	110,209	114,668	119,308	123,622
Materials and services	2	74,399	77,074	69,191	71,206	72,998	74,993	77,401	80,413	83,611	86,246	89,060
Bad and doubtful debts		3,399	3,478	3,478	3,478	3,549	3,621	3,694	3,769	3,845	3,923	4,002
Depreciation and amortisation		22,457	24,430	25,360	26,318	27,358	28,432	29,541	30,686	31,868	33,088	34,348
Borrowing costs		458	460	490	520	550	583	714	744	774	804	834
Other expenses	3	9,730	17,445	8,861	9,047	9,255	9,468	9,686	9,909	10,137	10,370	10,609
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	4	1,886	7,736	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715	2,715
Total Expenses		196,192	219,260	201,731	207,742	214,280	221,622	229,677	238,444	247,618	256,454	265,190
Operating Surplus/(Deficit) for the year	5	12,227	(6,337)	16,416	14,240	18,322	15,578	15,319	13,891	12,844	11,185	10,555

Notes

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

Income statement converted to cash

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

Balance sheet

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

Statement of changes in equity

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

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2022				
Balance at beginning of the financial year	2,954,755	670,020	2,237,384	47,351
Comprehensive result	15,578	15,578	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(10,568)	-	10,568
Transfer from other reserves	-	7,213	-	(7,213)
Balance at end of the financial year	2,970,333	682,243	2,237,384	50,705
2023				
Balance at beginning of the financial year	2,970,333	682,243	2,237,384	50,705
Comprehensive result	15,319	15,319	-	-
Net asset revaluation increment(decrement)	111,869	-	111,869	-
Transfer to other reserves	-	(10,683)	-	10,683
Transfer from other reserves	-	7,281	-	(7,281)
Balance at end of the financial year	3,097,521	694,161	2,349,253	54,107
2024				
Balance at beginning of the financial year	3,097,521	694,161	2,349,253	54,107
Comprehensive result	13,891	13,891	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(9,702)	-	9,702
Transfer from other reserves	-	7,402	-	(7,402)
Balance at end of the financial year	3,111,412	705,752	2,349,253	56,407
2025				
Balance at beginning of the financial year	3,111,412	705,752	2,349,253	56,407
Comprehensive result	12,844	12,844	-	-
Net asset revaluation increment(decrement)	117,463	-	117,463	-
Transfer to other reserves	-	(8,480)	-	8,480
Transfer from other reserves	-	7,681	-	(7,681)
Balance at end of the financial year	3,241,719	717,797	2,466,716	57,206

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2026				
Balance at beginning of the financial year	3,241,719	717,797	2,466,716	57,206
Comprehensive result	11,185	11,185	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(8,572)	-	8,572
Transfer from other reserves	-	9,923	-	(9,923)
Balance at end of the financial year	3,252,904	730,333	2,466,716	55,855
2027				
Balance at beginning of the financial year	3,252,904	730,333	2,466,716	55,855
Comprehensive result	10,555	10,555	-	-
Net asset revaluation increment(decrement)	123,336	-	123,336	-
Transfer to other reserves	-	(8,655)	-	8,655
Transfer from other reserves	-	11,605	-	(11,605)
Balance at end of the financial year	3,386,795	743,837	2,590,052	52,906

Statement of cash flows

	Notes	Forecasts		Budget	Projections							
		2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Cash flows from operating activities												
Rates and charges		117,201	120,769	125,205	130,038	135,350	140,545	145,862	151,300	156,859	162,536	168,330
Statutory fees and fines												
• Parking fines		14,682	15,248	15,621	16,001	16,318	16,642	16,972	17,309	17,653	18,003	18,361
• Other statutory fees and fines		3,989	4,071	4,157	4,244	4,342	4,442	4,544	4,649	4,756	4,865	4,977
User fees												
• Parking fees		16,222	16,288	16,687	17,350	17,848	18,318	18,791	19,267	19,745	20,225	20,707
• Other user fees		17,600	17,923	19,165	19,674	19,949	20,478	21,010	21,548	22,085	22,626	23,168
Grants - operating		11,473	9,421	10,444	10,663	10,908	11,159	11,416	11,679	11,948	12,223	12,504
Grants - capital		2,534	4,460	4,585	1,400	3,400	1,300	1,300	1,300	1,300	1,300	1,300
Contributions - monetary		8,167	7,830	4,488	4,773	4,884	5,063	5,131	5,252	5,331	5,373	5,405
Other receipts		13,118	13,401	14,283	14,327	16,019	15,597	16,241	16,227	16,905	16,530	16,956
Net trust funds taken/(repaid)		125	128	131	134	138	141	145	148	152	156	160
Employee costs		(83,301)	(88,248)	(91,269)	(94,082)	(97,284)	(101,219)	(105,314)	(109,577)	(114,014)	(118,632)	(122,922)
Materials and services		(72,773)	(75,438)	(67,519)	(69,497)	(71,248)	(73,202)	(75,568)	(78,537)	(81,690)	(84,280)	(87,048)
Other payments	1	(9,730)	(17,445)	(8,861)	(9,047)	(9,255)	(9,468)	(9,686)	(9,909)	(10,137)	(10,370)	(10,609)
Net cash provided by operating activities		39,307	28,408	47,117	45,977	51,370	49,796	50,843	50,657	50,893	50,555	51,289
Cash flows from investing activities												
Payments for property, infrastructure, plant and equipment	2	(35,104)	(36,273)	(40,343)	(41,921)	(42,862)	(44,439)	(45,162)	(46,201)	(47,865)	(49,665)	(51,856)
Proceeds from the sale of property, infrastructure, plant and equipment		4,565	1,510	285	285	285	285	285	285	285	285	285
Payments for investments		-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of investments		-	-	-	-	-	-	-	-	-	-	-
Net cash used in investing activities		(30,539)	(34,763)	(40,058)	(41,636)	(42,577)	(44,154)	(44,877)	(45,916)	(47,580)	(49,380)	(51,571)
Cash flows from financing activities												
Finance costs		(458)	(460)	(490)	(520)	(550)	(583)	(714)	(744)	(774)	(804)	(834)
Proceeds from borrowings	3	-	-	-	-	-	7,500	-	-	-	-	-
Repayment of borrowings	3	(500)	(700)	(670)	(640)	(610)	(8,080)	(550)	(520)	(490)	(460)	(430)
Net cash provided by / (used in) financing activities		(958)	(1,160)	(1,160)	(1,160)	(1,160)	(1,163)	(1,264)	(1,264)	(1,264)	(1,264)	(1,264)
Net increase (decrease) in cash and cash equivalents		7,810	(7,515)	5,899	3,181	7,633	4,479	4,702	3,477	2,049	(89)	(1,546)
Cash and cash equivalents at beginning of year		56,605	64,415	56,900	62,799	65,980	73,613	78,092	82,794	86,271	88,320	88,231
Cash & cash equivalents at end of year		64,415	56,900	62,799	65,980	73,613	78,092	82,794	86,271	88,320	88,231	86,685

Notes to Statement of Cash Flows:

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

Statement of capital works

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

Budget 2017/18 Capital Projects

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset expenditure types					Funding sources			
				Operating	New	Renewal	Upgrade	Expansion	Grants & Contribns	Reserves	Council	
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	Cash	Borrowings
PROPERTY												
BUILDINGS												
Bubup Nairn Non Compliance Works	0	500	500	0	0	125	375	0	0	0	500	0
Building Renewal and Upgrade Program	220	1,960	2,180	220	0	1,568	392	0	0	0	2,180	0
Building Renewal and Upgrade Program - Children's Centres	0	150	150	0	0	120	30	0	0	150	0	0
Building Safety and Accessibility Program	130	1,180	1,310	130	0	708	354	118	0	0	1,310	0
Children's Centres Improvement Program	200	200	400	200	0	100	100	0	0	400	0	0
Liardet St Community Centre Upgrade	0	560	560	0	0	280	140	140	0	0	560	0
South Melb Community Centre Upgrade	0	590	590	0	0	413	89	89	0	0	590	0
Depot Accommodation Renewal	0	250	250	0	0	250	0	0	0	0	250	0
EcoCentre Redevelopment	100	100	200	100	0	50	50	0	0	0	200	0
Energy Efficiency and Solar Program	0	460	460	0	0	0	230	230	0	0	460	0
JL Murphy Reserve Pavilion Upgrade	100	200	300	100	0	60	140	0	300	0	0	0
Linden Gallery Upgrade	0	1,675	1,675	0	0	670	1,005	0	0	0	1,675	0
Peanut Farm Reserve Sports Pavilion Upgrade	230	2,085	2,315	230	0	521	209	1,355	300	500	1,515	0
Public Toilet Plan Implementation Program	50	75	125	50	0	60	15	0	0	0	125	0
South Melb Life Saving Club Redevelopment	100	100	200	100	0	0	100	0	0	0	200	0
South Melb Market Building Compliance	50	450	500	50	0	270	180	0	0	0	500	0
South Melb Market Renewal Program	0	200	200	0	0	180	20	0	0	0	200	0
South Melb Market Solar Installation	0	173	173	0	0	0	0	173	0	0	173	0
South Melb Market Stall Changeover Refits	0	125	125	0	0	75	50	0	0	0	125	0
South Melb Town Hall Lifts Upgrade	0	840	840	0	0	756	84	0	0	0	840	0
TOTAL BUILDINGS	1,180	11,873	13,053	1,180	0	6,206	3,562	2,105	600	1,050	11,403	0
LEASEHOLD IMPROVEMENTS	0	0	0	0	0	0	0	0	0	0	0	0
HERITAGE BUILDINGS	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	1,180	11,873	13,053	1,180	0	6,206	3,562	2,105	600	1,050	11,403	0

Capital Works Area				Asset expenditure types					Funding sources			
	Operating	Capital	Project	Operating	New	Renewal	Upgrade	Expansion	Grants & Contribns	Council		
	Cost	Cost	Cost							Reserves	Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PLANT AND EQUIPMENT												
PLANT, MACHINERY AND EQUIPMENT												
Parking Technology Renewal And Upgrade Program	200	400	600	200	20	340	40	0	0	0	600	0
Street Cleaning Vehicle and Equipment Purchase	0	190	190	0	190	0	0	0	0	0	190	0
TOTAL PLANT, MACHINERY & EQUIPMENT	200	590	790	200	210	340	40	0	0	0	790	0
FIXTURES, FITTINGS AND FURNITURE												
Gasworks Theatre Seats Replacement	0	35	35	0	0	35	0	0	0	0	35	0
TOTAL FIXTURES, FITTINGS AND FURNITURE	0	35	35	0	0	35	0	0	0	0	35	0
COMPUTERS AND TELECOMMUNICATIONS												
Core Application Renewal and Upgrade Program	750	1,750	2,500	750	0	1,050	700	0	0	0	2,500	0
Core IT Infrastructure Renewal and Upgrade Program	377	1,158	1,535	377	0	695	463	0	0	0	1,535	0
TOTAL COMPUTERS & TELECOMMUNICATIONS	1,127	2,908	4,035	1,127	0	1,745	1,163	0	0	0	4,035	0
HERITAGE PLANT AND EQUIPMENT												
Art Acquisition	0	30	30	0	0	0	0	30	0	0	30	0
TOTAL HERITAGE PLANT AND EQUIPMENT	0	30	30	0	0	0	0	30	0	0	30	0
LIBRARY BOOKS												
Library Purchases	0	785	785	0	0	628	0	157	0	0	785	0
TOTAL LIBRARY BOOKS	0	785	785	0	0	628	0	157	0	0	785	0
MOTOR VEHICLES												
Council Fleet Renewal Program	0	1,058	1,058	0	0	1,058	0	0	0	0	1,058	0
TOTAL MOTOR VEHICLES	0	1,058	1,058	0	0	1,058	0	0	0	0	1,058	0
TOTAL PLANT AND EQUIPMENT	1,327	5,406	6,733	1,327	210	3,806	1,203	187	0	0	6,733	0

Capital Works Area	Asset expenditure types					Funding sources						
	Operating Cost	Capital Cost	Project Cost	Operating	New	Renewal	Upgrade	Expansion	Grants & Contribns	Council Reserves	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE												
ROADS												
Beach St Separated Queuing Lane Implementation	50	469	519	50	94	117	117	141	0	0	519	0
Blackspot Safety Improvements	0	906	906	0	181	317	227	181	906	0	0	0
Kerb and Gutter Renewal Program	0	550	550	0	0	468	83	0	0	0	550	0
Laneway Renewal Program	0	260	260	0	0	260	0	0	0	0	260	0
Major Civil Roads Planning and Design	0	200	200	0	0	110	60	30	0	0	200	0
Road Renewal Program	0	3,645	3,645	0	0	2,552	911	182	389	0	3,256	0
Safer Street Infrastructure Improvement Program	100	100	200	100	0	50	50	0	0	200	0	0
TOTAL ROADS	150	6,130	6,280	150	275	3,873	1,448	534	1,295	200	4,785	0
BRIDGES	0	0	0	0	0	0	0	0	0	0	0	0
FOOTPATHS AND CYCLEWAYS												
Footpath Renewal Program	0	700	700	0	0	700	0	0	0	0	700	0
Kerferd Road Safety Improvements	50	145	195	50	0	94	51	0	195	0	0	0
Walk Plan and Bike Plan Implementation	200	840	1,040	200	0	0	420	420	200	840	0	0
TOTAL FOOTPATHS AND CYCLEWAYS	250	1,685	1,935	250	0	794	471	420	395	840	700	0
DRAINAGE												
Albert Park Stormwater Harvesting Development	0	50	50	0	0	0	0	50	0	0	50	0
Alma Park Stormwater Harvesting Development	50	50	100	50	0	0	0	50	0	0	100	0
Stormwater Management Program	280	1,020	1,300	280	0	816	102	102	0	0	1,300	0
Water Sensitive Urban Design Program	0	300	300	0	0	0	0	300	0	0	300	0
TOTAL DRAINAGE	330	1,420	1,750	330	0	816	102	502	0	0	1,750	0
PARKS, OPEN SPACE AND STREETSCAPES												
Carlisle St Upgrade - Balaclava Station Interchange	0	50	50	0	0	0	50	0	0	0	50	0
Carlo Catani Wall Structural Rectification	0	450	450	0	0	450	0	0	0	0	450	0
Elwood Public Space Wall Replacement	0	302	302	0	0	302	0	0	0	0	302	0
Fitzroy St / Grey St Tram Stop Reinstatement	50	150	200	50	0	90	60	0	0	0	200	0
Foreshore Assets Renewal and Upgrade Program	50	435	485	50	0	261	174	0	0	350	135	0
FSECP - Construction of Montague Park	1,790	500	2,290	1,790	500	0	0	0	3,330	0	(1,040)	0
FSECP - Streetscape Upgrade	500	2,138	2,638	500	321	321	855	641	2,170	468	0	0
Kerferd Road Streetscape Upgrade	50	150	200	50	0	98	53	0	0	0	200	0
Litter Bin Renewal and Expansion Program	0	490	490	0	0	392	49	49	0	0	490	0

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset expenditure types					Funding sources			
				Operating \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants & Contribns \$'000	Council		
										Reserves \$'000	Cash \$'000	Borrowings \$'000
Maritime Infrastructure Renewal Program	50	600	650	50	180	420	0	0	0	0	650	0
Open Space Irrigation Renewal and Upgrade Program	50	200	250	50	0	160	40	0	0	0	250	0
Outdoor Fitness Station Program	0	75	75	0	75	0	0	0	0	0	75	0
Parks and Playground Renewal and Upgrade Program	200	790	990	200	0	553	119	119	0	0	660	330
Parks Furniture and Pathway Renewal	20	330	350	20	0	330	0	0	0	0	100	250
Public Space Accessibility Improvement Program	50	300	350	50	0	0	180	120	0	0	350	0
Public Space Lighting Expansion Program	0	150	150	0	0	0	0	150	0	0	150	0
Public Space Lighting Renewal and Upgrade Program	0	400	400	0	0	320	80	0	0	0	80	320
Recreation Reserves Facilities Renewal Program	50	170	220	50	0	170	0	0	0	0	220	0
Sports Field Lighting Expansion	0	20	20	0	0	0	0	20	0	0	20	0
TOTAL PARKS, OPEN SPACE & STREETSCAPES	2,860	7,700	10,560	2,860	1,076	3,866	1,659	1,099	5,500	2,723	2,337	0
OFF STREET CAR PARKS	0	0	0	0	0	0	0	0	0	0	0	0
OTHER INFRASTRUCTURE												
Street Signage and Furniture Renewal Program	100	260	360	100	0	260	0	0	0	0	360	0
TOTAL OTHER INFRASTRUCTURE	100	260	360	100	0	260	0	0	0	0	360	0
TOTAL INFRASTRUCTURE	3,690	17,195	20,885	3,690	1,351	9,610	3,679	2,555	7,190	3,763	9,932	0
TOTAL CAPITAL WORKS 2017/18	6,197	34,474	40,671	6,197	1,561	19,622	8,445	4,847	7,790	4,813	28,068	0

Works Deferred From 2016/17

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset expenditure types					Funding sources			
				Operating \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants & Contribns \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY												
BUILDINGS												
Bubup Nairn Non Compliance Works	0	490	490	0	0	123	368	0	0	490	0	0
Public Toilet Plan Implementation Program	0	440	440	0	0	88	352	0	0	440	0	0
South Melbourne Market Building Compliance	0	175	175	0	0	175	0	0	0	175	0	0
EcoCentre Relocatable Buildings	0	100	100	0	0	50	50	0	0	100	0	0
Gaswork Building Upgrade	0	75	75	0	8	8	60	0	0	75	0	0
TOTAL BUILDINGS	0	1,280	1,280	0	8	443	830	0	0	1,280	0	0
TOTAL PROPERTY	0	1,280	1,280	0	8	443	830	0	0	1,280	0	0
PLANT AND EQUIPMENT												
COMPUTERS AND TELECOMMUNICATIONS												
Core IT Infrastructure Renewal and Upgrade Program	0	257	257	0	0	154	103	0	0	257	0	0
Valuation System Replacement	0	37	37	0	0	0	37	0	0	37	0	0
TOTAL COMPUTERS & TELECOMMUNICATIONS	0	294	294	0	0	154	140	0	0	294	0	0
TOTAL PLANT AND EQUIPMENT	0	294	294	0	0	154	140	0	0	294	0	0
INFRASTRUCTURE												
PARKS, OPEN SPACE AND STREETSCAPES												
Carlo Catani Wall Structural Rectification	0	225	225	0	0	225	0	0	0	225	0	0
TOTAL PARKS, OPEN SPACE & STREETSCAPES	0	225	225	0	0	225	0	0	0	225	0	0
TOTAL INFRASTRUCTURE	0	225	225	0	0	225	0	0	0	225	0	0
TOTAL CAPITAL WORKS 2017/18	0	1,799	1,799	0	8	822	969	0	0	1,799	0	0
Summary:												
Property	1,180	13,153	14,333	1,180	8	6,649	4,392	2,105	600	2,330	11,403	0
Plant & Equipment	1,327	5,700	7,027	1,327	210	3,960	1,343	187	0	294	6,733	0
Infrastructure	3,690	17,420	21,110	3,690	1,351	9,835	3,679	2,555	7,190	3,988	9,932	0
Total Capital Works Inc Deferrals	6,197	36,273	42,470	6,197	1,568	20,444	9,414	4,847	7,790	6,612	28,068	0

Summary of Capital Works Expenditure 2017-21

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

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

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

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

2017-27 capital program

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

Strategic direction/ service category	Project Name	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Strategic Direction 4: We are growing but keeping our character											
City planning and urban design	Carlisle St Upgrade - Balaclava Station Interchange	50,000	0	0	0	0	0	0	0	0	0
	Fitzroy St / Grey St Tram Stop Reinstatement	200,000	0	0	0	0	0	0	0	0	0
Public space	Carlo Catani Wall Structural Rectification	675,000	0	0	0	0	0	0	0	0	0
	Elwood Public Space Wall Replacement	302,000	0	0	0	0	0	0	0	0	0
	Foreshore Assets Renewal and Upgrade Program	485,000	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
	FSECP - Construction of Montague Park	2,290,000	0	0	6,000,000	0	0	0	0	0	0
	FSECP - Streetscape Upgrade	2,638,000	1,130,000	0	0	0	0	0	0	0	0
	Gasworks Arts Park Reinstatement	0	485,000	3,000,000	1,000,000	0	0	0	0	0	0
	Graham Street Skate Park Upgrade	0	15,000	385,000	0	0	0	0	0	0	0
	JL Murphy Playspace Upgrade	0	40,000	400,000	0	0	0	0	0	0	0
	Maritime Infrastructure Renewal Program	650,000	650,000	1,000,000	1,000,000	650,000	650,000	650,000	650,000	650,000	650,000
	Parks and Playground Renewal and Upgrade Program	990,000	990,000	990,000	990,000	990,000	990,000	990,000	990,000	990,000	990,000
	Parks Furniture and Pathway Renewal Program	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
	Public Space Lighting Expansion Program	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
	Public Space Lighting Renewal and Upgrade Program	400,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
		9,180,000	4,410,000	7,375,000	10,590,000	3,240,000	3,240,000	3,240,000	3,240,000	3,240,000	3,240,000
Strategic direction/ service category	Project Name	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Strategic Direction 5: We thrive by harnessing creativity											
Arts, culture and heritage	Art Acquisition	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	Gasworks Building Upgrade	75,000	0	0	0	0	0	0	0	0	0
	Gasworks Theatre Seats Replacement	35,000	330,000	0	0	0	0	0	0	0	0
	Linden Gallery Upgrade	1,675,000	0	0	0	0	0	0	0	0	0
	South Melb Town Hall Lifts Upgrade	840,000	560,000	0	0	0	0	0	0	0	0
Libraries	Library Purchases	785,000	785,000	785,000	785,000	785,000	785,000	785,000	785,000	785,000	785,000
	St Kilda Library Redevelopment	0	0	0	0	2,500,000	5,000,000	2,500,000	0	0	0
Markets	South Melb Market Building Compliance	675,000	500,000	500,000	500,000	0	0	0	0	0	0
	South Melb Market Renewal Program	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	South Melb Market Stall Changeover Refits	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
		4,440,000	2,530,000	1,640,000	1,640,000	3,640,000	6,140,000	3,640,000	1,140,000	1,140,000	1,140,000

Strategic direction/ service category	Project Name	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Strategic Direction 6: Our commitment to you											
Asset management	Building Renewal and Upgrade Program	2,180,000	3,050,000	3,050,000	3,350,000	3,350,000	3,350,000	3,350,000	3,350,000	3,350,000	3,350,000
	Building Safety and Accessibility Program	1,310,000	1,500,000	2,000,000	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Financial and project management	Council Fleet Renewal Program	1,058,000	1,681,000	1,664,000	1,243,000	1,231,000	1,031,000	1,751,000	1,507,000	1,441,000	1,076,000
Governance and engagement	Councillor Equipment and Accommodation Renewal	0	0	0	125,000	0	0	0	125,000	0	0
	Online Communications Improvement Program	0	343,500	277,500	0	0	0	0	0	0	0
Technology, transformation and customer experience	Core Application Renewal and Upgrade Program	2,500,000	2,500,000	2,500,000	2,500,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Core IT Infrastructure Renewal and Upgrade Program	1,792,000	1,100,000	1,100,000	1,100,000	1,000,000	1,000,000	900,000	900,000	800,000	800,000
	Valuation Software Replacement	37,000	0	0	0	0	0	0	0	0	0
		8,877,000	10,174,500	10,591,500	10,318,000	9,081,000	7,881,000	8,501,000	8,382,000	8,091,000	7,726,000
Other capital expenditure	Project Name	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Budget capacity			-	-	2,905,000	8,506,179	9,775,402	11,345,386	17,595,514	18,603,106	19,984,463
Indexation for inflation		-	829,500	1,704,500	2,669,000	3,646,821	4,563,598	5,509,614	6,545,486	7,625,894	8,800,537
Grand total		42,470,000	44,773,000	45,811,000	46,612,000	47,939,000	48,665,000	49,701,000	51,368,000	53,165,000	55,356,000

Budget 2017/18 operating projects

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

Strategic direction/ service category	Project Name	2017/18
Strategic Direction 4: We are growing but keeping our character		
City planning and urban design	Balaclava Precinct Program - Carlisle St Tram Stop Upgrade	200,000
	Domain Precinct Management	147,000
	Fishermans Bend Managing Growth Program	365,000
	FSECP - Program Management	220,000
	Heritage Plaques Installation	20,000
	Heritage Program Development and Implementation	50,000
	Memorials and Monuments Renewal Program	50,000
	Planning Scheme Amendments Program	250,000
	Port Melbourne Waterfront Precinct Management	96,000
	Port Phillip Planning Scheme Statutory 4 Year Review and Revised LPPF :	40,000
Development compliance	St Kilda Road South UDLUF - Implementation Plan	23,000
	Statutory Planning Service Review	100,000
Public space	Foreshore Vegetation Upgrade Program	100,000
	Gasworks Arts Park Contamination Management Plan	50,000
	Public Spaces Strategy Development	50,000
	Soil Contamination Management Program	380,000
	St Kilda Marina New Lease	150,000
		2,291,000

Strategic direction/ service category	Project Name	2017/18
Strategic Direction 5: We thrive by harnessing creativity		
Arts, culture and heritage	Creative and Prosperous City Strategy Development	50,000
Economic development and tourism	Balaclava Precinct Program - Precinct Management	192,000
	Fitzroy St Precinct Management	96,000
Festivals	Events Strategy Communications Plan Implementation	60,000
	Queens Baton Relay Event	131,000
Libraries	Smart Space - Creative Spaces In Libraries	47,000
Markets	South Melb Market Strategic Business Case	120,000
		696,000
Strategic Direction 6: Our commitment to you		
Asset management	Staff Accommodation Plan Development	200,000
Financial and project mana	Capital Projects Quality Management Operations Manual	70,000
Governance and engagement	Integrated Council Plan and Budget Community Engagement	150,000
	Risk and Compliance Management Solution	125,000
People and culture	Employee Lifecycle Process Improvements	105,000
	Health and Safety Improvement Project	100,000
	Learning Management System and eLearning	208,000
Technology, transformation and customer experience	Business Enablement and Innovation Fund	200,000
		1,158,000
		10,741,046

Schedule of cash-backed reserve movements

Cash Backed Reserves	1 July 2016 Opening Balance \$'000	2016/17			2017/18			2018/19			2019/20			
		Notes	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000									
Statutory Reserves														
Open Space Contributions (Resort & Recreation Levy)														
• Open Space Contributions excluding FBURA		12,411	7,842	(3,658)	16,595	4,500	(2,295)	18,800	4,100	(2,845)	20,055	4,100	(3,630)	20,525
• Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Open Space Contributions (Resort & Recreation Levy)		12,411	7,842	(3,658)	16,595	4,500	(2,295)	18,800	4,100	(2,845)	20,055	4,100	(3,630)	20,525
• Car Parking Reserve		1,794	-	-	1,794	-	-	1,794	-	-	1,794	-	-	1,794
• Developer Contributions - Port Melbourne		146	17	-	163	-	-	163	-	-	163	-	-	163
• Trust Funds and Deposits	1	4,990	125	-	5,115	128	-	5,243	131	-	5,374	134	-	5,508
Total Statutory Reserves		19,341	7,984	(3,658)	23,667	4,628	(2,295)	26,000	4,231	(2,845)	27,386	4,234	(3,630)	27,990
Non-Statutory Reserves														
Contractual Reserves														
• Child Care Infrastructure		3,852	791	-	4,643	845	(550)	4,938	866	(1,150)	4,654	889	(1,350)	4,193
• Middle Park Beach Nourishment		1,183	30	-	1,213	25	-	1,238	31	-	1,269	32	-	1,301
• Tied Grants		1,351	2,626	(1,351)	2,626	748	(2,600)	774	-	(774)	-	-	-	-
• Project Deferrals		7,640	1,844	(7,640)	1,844	-	(1,844)	-	-	-	-	-	-	-
Total Contractual Reserves		14,026	5,291	(8,991)	10,326	1,618	(4,994)	6,950	897	(1,924)	5,923	921	(1,350)	5,494
Strategic Reserves														
• Palais Theatre		-	106	(1,250)	(1,144)	855	-	(289)	873	-	584	892	-	1,477
• Strategic Property Fund		390	4,980	-	5,370	1,215	(3,900)	2,685	140	-	2,825	140	-	2,965
• In Our Backyard (Affordable Housing)		500	500	-	1,000	-	-	1,000	-	-	1,000	-	-	1,000
• Other		8,767	4,500	(2,839)	10,428	885	(4,890)	6,423	875	(1,748)	5,550	800	(3,800)	2,550
Total Strategic Reserves		9,657	10,086	(4,089)	15,654	2,955	(8,790)	9,819	1,888	(1,748)	9,959	1,832	(3,800)	7,992
General Reserves														
• Debt Redemption		576	-	(576)	-	-	-	-	-	-	-	-	-	-
• Internal Borrowing - FBURA Ferrars St		(4,600)	308	(3,108)	(7,400)	-	(3,463)	(10,863)	670	(300)	(10,493)	955	-	(9,538)
• Internal Borrowing - Other incl (Vision Super Liability, Fleet and projects)		(1,867)	1,867	-	-	-	-	-	-	-	-	-	-	-
• Asset Renewal Fund (including Smart Technology Fund)	2	-	4,266	-	4,266	1,904	-	6,170	1,000	-	7,170	1,000	-	8,170
• Rates Cap Challenge	3	-	-	-	-	650	-	650	3,400	-	4,050	2,300	-	6,350
Total General Reserves		(5,891)	6,441	(3,684)	(3,134)	2,554	(3,463)	(4,043)	5,070	(300)	727	4,255	-	4,982
Total Non-Statutory Reserves		17,792	21,818	(16,764)	22,846	7,127	(17,247)	12,726	7,855	(3,972)	16,609	7,008	(5,150)	18,468
Total Cash-backed Reserves		37,133	29,802	(20,422)	46,513	11,755	(19,542)	38,726	12,086	(6,817)	43,995	11,242	(8,780)	46,458

Cash Backed Reserves	2020/21			2021/22			2022/23			2023/24		
	Replenish	Reserves	Closing	Replenish	Reserves	Closing	Replenish	Reserves	Closing	Replenish	Reserves	Closing
	Reserves	Drawdown	balance	Reserves	Drawdown	balance	Reserves	Drawdown	balance	Reserves	Drawdown	balance
Notes	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Statutory Reserves												
Open Space Contributions (Resort & Recreation Levy)												
• Open Space Contributions excluding FBURA	4,100	(3,330)	21,295	4,100	(4,100)	21,295	4,100	(4,100)	21,295	4,100	(4,100)	21,295
• Fishermans Bend Urban Renewal Area (FBURA)	-	-	-	-	-	-	-	-	-	-	-	-
Total Open Space Contributions (Resort & Recreation Levy)	4,100	(3,330)	21,295	4,100	(4,100)	21,295	4,100	(4,100)	21,295	4,100	(4,100)	21,295
• Car Parking Reserve	-	-	1,794	-	-	1,794	-	-	1,794	-	-	1,794
• Developer Contributions - Port Melbourne	-	-	163	-	-	163	-	-	163	-	-	163
• Trust Funds and Deposits	1	138	5,646	141	-	5,787	145	-	5,932	148	-	6,080
Total Statutory Reserves	4,238	(3,330)	28,898	4,241	(4,100)	29,039	4,245	(4,100)	29,184	4,248	(4,100)	29,332
Non-Statutory Reserves												
Contractual Reserves												
• Child Care Infrastructure	915	(1,350)	3,758	939	(1,350)	3,347	963	(1,350)	2,960	987	(1,350)	2,597
• Middle Park Beach Nourishment	47	-	1,348	49	-	1,397	50	-	1,447	52	-	1,499
• Tied Grants	-	-	-	-	-	-	-	-	-	-	-	-
• Project Deferrals	-	-	-	-	-	-	-	-	-	-	-	-
Total Contractual Reserves	962	(1,350)	5,106	988	(1,350)	4,744	1,013	(1,350)	4,407	1,039	(1,350)	4,096
Strategic Reserves												
• Palais Theatre	913	-	2,390	935	-	3,324	957	-	4,281	979	-	5,260
• Strategic Property Fund	140	-	3,105	-	-	3,105	-	-	3,105	-	-	3,105
• In Our Backyard (Affordable Housing)	-	-	1,000	-	-	1,000	-	-	1,000	-	-	1,000
• Other	800	(1,700)	1,650	800	(800)	1,650	800	(800)	1,650	800	(800)	1,650
Total Strategic Reserves	1,853	(1,700)	8,145	1,735	(800)	9,079	1,757	(800)	10,036	1,779	(800)	11,015
General Reserves												
• Debt Redemption	-	-	-	-	-	-	-	-	-	-	-	-
• Internal Borrowing - FBURA Ferrars St	1,066	(3,000)	(11,472)	1,245	(963)	(11,190)	1,313	(1,031)	(10,908)	1,434	(1,152)	(10,626)
• Internal Borrowing - Other incl (Vision Super Liability, Fleet and projects)	-	-	-	-	-	-	-	-	-	-	-	-
• Asset Renewal Fund (including Smart Technology Fund)	2	-	8,170	-	-	8,170	-	-	8,170	-	-	8,170
• Rates Cap Challenge	3	7,800	14,150	2,500	-	16,650	2,500	-	19,150	1,350	-	20,500
Total General Reserves	8,866	(3,000)	10,848	3,745	(963)	13,630	3,813	(1,031)	16,412	2,784	(1,152)	18,044
Total Non-Statutory Reserves	11,681	(6,050)	24,099	6,468	(3,113)	27,453	6,583	(3,181)	30,855	5,602	(3,302)	33,155
Total Cash-backed Reserves	15,919	(9,380)	52,997	10,709	(7,213)	56,492	10,828	(7,281)	60,039	9,850	(7,402)	62,487

Cash Backed Reserves	Notes	2024/25			2025/26			2026/27		
		Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000
Statutory Reserves										
Open Space Contributions (Resort & Recreation Levy)										
• Open Space Contributions excluding FBURA										
		4,100	(4,100)	21,295	4,100	(4,100)	21,295	4,100	(4,100)	21,295
• Fishermans Bend Urban Renewal Area (FBURA)										
		-	-	-	-	-	-	-	-	-
Total Open Space Contributions (Resort & Recreation Levy)										
		4,100	(4,100)	21,295	4,100	(4,100)	21,295	4,100	(4,100)	21,295
• Car Parking Reserve										
		-	-	1,794	-	-	1,794	-	-	1,794
• Developer Contributions - Port Melbourne										
		-	-	163	-	-	163	-	-	163
• Trust Funds and Deposits										
	1	152	-	6,232	156	-	6,388	160	-	6,548
Total Statutory Reserves		4,252	(4,100)	29,484	4,256	(4,100)	29,640	4,260	(4,100)	29,800
Non-Statutory Reserves										
Contractual Reserves										
• Child Care Infrastructure										
		1,011	(1,350)	2,258	1,036	(1,350)	1,944	1,061	(1,350)	1,655
• Middle Park Beach Nourishment										
		54	-	1,553	56	-	1,609	58	-	1,667
• Tied Grants										
		-	-	-	-	-	-	-	-	-
• Project Deferrals										
		-	-	-	-	-	-	-	-	-
Total Contractual Reserves		1,065	(1,350)	3,811	1,092	(1,350)	3,553	1,119	(1,350)	3,322
Strategic Reserves										
• Palais Theatre										
		1,002	-	6,262	1,025	-	7,287	1,050	-	8,337
• Strategic Property Fund										
		-	-	3,105	-	-	3,105	-	-	3,105
• In Our Backyard (Affordable Housing)										
		-	-	1,000	-	-	1,000	-	-	1,000
• Other										
		800	(800)	1,650	800	(800)	1,650	800	(800)	1,650
Total Strategic Reserves		1,802	(800)	12,017	1,825	(800)	13,042	1,850	(800)	14,092
General Reserves										
• Debt Redemption										
		-	-	-	-	-	-	-	-	-
• Internal Borrowing - FBURA Ferrars St										
		1,513	(1,231)	(10,344)	1,555	(1,273)	(10,062)	1,587	(1,305)	(9,780)
• Internal Borrowing - Other incl (Vision Super Liability, Fleet and projects)										
		-	-	-	-	-	-	-	-	-
• Asset Renewal Fund (including Smart Technology Fund)										
	2	-	-	8,170	-	-	8,170	-	-	8,170
• Rates Cap Challenge										
	3	-	(200)	20,300	-	(2,400)	17,900	-	(4,050)	13,850
Total General Reserves		1,513	(1,431)	18,126	1,555	(3,673)	16,008	1,587	(5,355)	12,240
Total Non-Statutory Reserves		4,380	(3,581)	33,954	4,472	(5,823)	32,603	4,555	(7,505)	29,654
Total Cash-backed Reserves		8,632	(7,681)	63,438	8,728	(9,923)	62,243	8,815	(11,605)	59,454

Notes to Reserves:

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

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

Statement of human resources

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

Summary of planned human resources

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

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

Grants – operating

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

Grants – capital

Capital Grant Funding Types and Source	Budget	Forecast	Budget	Variance
	2016/17	2016/17	2017/18	
	\$'000	\$'000	\$'000	\$'000
Recurrent - Commonwealth Government				
Roads	0	449	389	(60)
Total recurrent grants	0	449	389	(60)
Non-recurrent - Commonwealth Government				
Roads	0	0	906	906
Non-recurrent - State Government				
Buildings	645	1,645	600	(1,045)
Footpaths and Cycleways	66	66	200	134
Parks, Open Space and Streetscape	0	0	2,170	2,170
Plant and Equipment	0	246	0	(246)
Roads	165	128	195	67
Total non-recurrent grants	876	2,085	4,071	1,986
Total capital grants	876	2,534	4,460	1,926

Statement of borrowings

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

Measuring performance

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

Sustainable capacity indicators

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

Indicator / measure	Results 2014/15	Results 2015/16	Budget 2017/18	Projection 2020/21
Population				
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,701.51	\$1,737.12	\$1,862.25	\$1,742.52
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$5,516.95	\$5,528.54	\$5,553.30	\$5,589.35
Population density per length of road [Municipal population / Kilometres of local roads]	364.05	396.77	420.69	449.58
Own-source revenue				
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,573.38	\$1,668.41	\$1,683.43	\$1,758.11

Indicator / measure	Results 2014/15	Results 2015/16	Budget 2017/18	Projection 2020/21
Recurrent grants				
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$111.46	\$85.52	\$82.94	\$89.86
Disadvantage				
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	10.00	10.00	10.00	10.00

Definitions

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

Service performance indicators

All service performance measures and indicators are included under *Section 2: Our future focus*.

Financial performance indicators

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

Indicator	Measure	Forecast	Budget	Projections									Trend
		2016/17	2017/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	
Operating Position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	0.8%	(9.3%)	3.5%	3.7%	4.5%	4.0%	3.7%	3.0%	2.4%	1.7%	1.4%	
Liquidity													
Working Capital	Current assets / current liabilities	227.4%	201.9%	213.1%	216.6%	193.6%	235.3%	240.4%	242.2%	240.5%	234.0%	224.5%	
Unrestricted cash	Unrestricted cash / current liabilities	124.1%	94.6%	104.4%	108.7%	103.3%	130.3%	137.7%	141.8%	142.3%	138.0%	130.7%	
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	7.7%	7.4%	7.1%	6.8%	6.5%	6.3%	6.0%	5.8%	5.5%	5.3%	5.1%	
Loans and borrowings	Interest and principal repayments / rate revenue	0.8%	1.0%	0.9%	0.9%	0.9%	6.2%	0.9%	0.8%	0.8%	0.8%	0.8%	
Indebtedness	Non-current liabilities / own source revenue	6.0%	5.8%	5.6%	5.5%	1.8%	5.2%	5.1%	5.0%	4.9%	4.8%	4.7%	
Asset renewal	Asset renewal expenditure / depreciation	93.1%	83.7%	89.8%	87.2%	84.0%	86.0%	84.1%	82.8%	82.6%	82.6%	83.0%	

Indicator	Measure	Forecast Budget Projections											Trend
		2016/17	2017/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	59.3%	60.2%	59.9%	60.3%	60.3%	60.9%	61.1%	61.6%	61.8%	62.3%	62.6%	↓
Rates effort	Rate revenue / property values (CIV)	0.19%	0.19%	0.19%	0.19%	0.19%	0.19%	0.19%	0.19%	0.19%	0.19%	0.19%	→
Efficiency													
Expenditure level	Total expenditure / no. of assessments	2,757	2,952	2,742	2,788	2,840	2,901	2,969	3,045	3,122	3,194	3,261	↓
Expenditure level	Specific purpose grants expended / Specific purpose grants received	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	→
Revenue level	Residential rate revenue / No. of residential assessments	1,484	1,513	1,547	1,584	1,625	1,664	1,703	1,741	1,780	1,819	1,858	↑
Workforce turnover	No. of resignations & terminations / average no. of staff	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	→

Key to Forecast Trends:



Forecast improvement in Council's financial performance/ financial position indicator



Forecasts that Council's financial performance/ financial position will be steady



Forecast deterioration in Council's financial performance/ financial position indicator

Notes to indicators:

- **Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Deterioration in financial performance is expected over the period primarily impacted by the projected 3.8% per annum increase in depreciation expense as a result of Council's commitment to invest in capital assets for service delivery.
- **Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to remain steady or slightly improve at an acceptable level over the period.
- **Debt compared to rates** – Trend indicates Council's reducing reliance on debt against its annual rate revenue. Council has the capacity to use debt to respond to financial risks over the period.
- **Asset renewal** – This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.
- **Rates concentration** – Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue to all other sources.

Linking our initiatives to strategies and plans

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

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

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

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

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

Planning instrument, description and specific resources allocated for the following four years

Strategic Direction 1: We embrace difference, and people belong

Childcare Policy 2006	Ensures Council's commitment to funding childcare with short and long term strategies to retain and increase childcare places and financial support for low to middle income families.			
	Funding is for subsidies to third parties to provide childcare services.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$1,718,794	\$1,655,422	\$1,688,531	\$1,722,301

Planning instrument, description and specific resources allocated for the following four years

Disability Policy	<p>Describes Council’s commitment to people living with disability and provides a leadership platform on which to base decisions regarding actions and advocacy that at times may reach beyond its legislative requirements.</p> <p>This policy is delivered primarily through the budget and activity of the <i>Ageing and accessibility</i> service. Funding for asset upgrades to meet Disability Discrimination Act requirements also contribute to meeting the objectives of this policy.</p>										
Family, Youth and Children Collaborative Practice Framework	<p>Outlines how collaborative practices will be supported, enhanced and embedded into service culture and delivery to achieve the desired goals.</p> <p>Funding is for a third party to provide family, youth and children services.</p>										
Funding year and amount	<table border="1"> <thead> <tr> <th></th> <th>2017/18</th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> </tr> </thead> <tbody> <tr> <td></td> <td>\$102,318</td> <td>\$104,364</td> <td>\$106,452</td> <td>\$108,581</td> </tr> </tbody> </table>		2017/18	2018/19	2019/20	2020/21		\$102,318	\$104,364	\$106,452	\$108,581
	2017/18	2018/19	2019/20	2020/21							
	\$102,318	\$104,364	\$106,452	\$108,581							
Family Youth and Children Strategy 2014–2019	<p>Guides development and implementation of policies and plans and drives service delivery and planning for children, middle years, youth and families.</p> <p>Funding is for our contribution to the community facilities and netball courts at Ferrars Street, building upgrade works at children centres, and service reviews.</p>										
Funding year and amount	<table border="1"> <thead> <tr> <th></th> <th>2017/18</th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> </tr> </thead> <tbody> <tr> <td></td> <td>\$4,821,000</td> <td>\$1,150,000</td> <td>\$1,350,000</td> <td>\$1,350,000</td> </tr> </tbody> </table>		2017/18	2018/19	2019/20	2020/21		\$4,821,000	\$1,150,000	\$1,350,000	\$1,350,000
	2017/18	2018/19	2019/20	2020/21							
	\$4,821,000	\$1,150,000	\$1,350,000	\$1,350,000							
Friends of Suai Strategic Plan 2010–2020	<p>Strengthens capability and involvement in the Covalima community, practices good governance and management in our Friendship, and builds community awareness and our knowledge of Friendship between our Communities.</p>										

Planning instrument, description and specific resources allocated for the following four years				
	Funding is for our contribution to Friends of Suai.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$48,000	\$48,000	\$48,000	\$48,000
Homelessness Action Strategy 2015–2020	<p>Seeks to reduce the risks associated with homelessness through the development of agreed actions, continuing council's role as a leader, advocate, planner, facilitator and service provider.</p> <p>This strategy is delivered primarily through the budgets and activities of the <i>Affordable housing and homelessness</i> and <i>Community programs and facilities</i> services.</p>			
In Our Backyard – Growing Affordable Housing in Port Phillip 2015–2025	<p>Sets out a broad vision for housing and residential development in Port Phillip and makes recommendations regarding the future management of housing and residential development in the City.</p> <p>Funding is for an annual cash contribution to an affordable housing reserve to support new projects and an expression of interest for making Council land in Marlborough Street ready for release to the community housing development market.</p>			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$630,000	\$550,000	\$540,000	\$540,000
Middle Years Commitment and Action Plan 2014–2019	<p>Provides a framework for Council, the community and our key partners to enable middle years young people to be happy, healthy and have their voices heard.</p> <p>Funding is for upgrading council-owned Adventure Playgrounds.</p>			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$0	\$0	\$0	\$700,000

Planning instrument, description and specific resources allocated for the following four years

Protocol for Assisting People Who Sleep Rough 2012	<p>Helps ensure that people experiencing primary homelessness are treated appropriately and are offered relevant support services.</p> <p>This protocol is delivered primarily through the budget and activity of the <i>Affordable housing and homelessness</i> service.</p>			
Reconciliation Action Plan 2017 (under development)	<p>Explores employment opportunities, builds awareness and understanding and enhances cultural and economic development for local Aborigines and Torres Strait Islanders.</p> <p>This plan is delivered primarily through the budget and activity of the <i>Community programs and facilities</i> service.</p>			
Social Justice Charter 2011	<p>The Charter sets a goal for the community to work together in pursuit of the common good, while protecting and promoting the rights of all members of the community.</p> <p>Funding is for establishing the Pride Centre in St Kilda and funding third parties to provide access and ageing services. The Social Justice Charter is also delivered through the budget and activity of the <i>Community programs and facilities</i> service.</p>			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$855,326	\$852,033	\$869,073	\$886,455
Sport and Recreation Strategy 2015–2024	<p>Supports the planning and provision of recreation and sport facilities and services to the local community.</p> <p>Funding is for redeveloping the South Melbourne Life Saving Club, upgrading Peanut Farm and JL Murphy pavilions, renewing and upgrading sports playing fields and lighting.</p>			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$3,330,000	\$7,327,000	\$5,080,000	\$2,120,000

Planning instrument, description and specific resources allocated for the following four years

Youth Commitment and Action Plan 2014–2019	Outlines how Council will bring our vision to fruition and meet our commitments.				
	Funding is for funding deeds to third parties to provide youth services.				
Funding year and amount		2017/18	2018/19	2019/20	2020/21
		\$234,900	\$239,598	\$244,390	\$249,278
Other initiatives not specifically aligned to a strategy	Funding is for upgrading the South Melbourne and Liardet Street, Port Melbourne community centres and reviewing Council's role in aged care and disability support services.				
Funding year and amount		2017/18	2018/19	2019/20	2020/21
		\$1,333,880	\$130,000	\$120,000	\$370,000
Strategic Direction 2: We are connected and it's easy to move around					
Access Plan 2013–2018	Represents a 'whole of organisation' approach to addressing access and inclusion. It reflects the need for all areas of Council to work together in a coordinated manner to improve access for all.				
	Funding is for public space accessibility improvements.				
Funding year and amount		2017/18	2018/19	2019/20	2020/21
		\$350,000	\$350,000	\$350,000	\$350,000
Bike Plan: Pedal Power 2011-2020 and Walk Plan 2011-2020	These plans are about making Port Phillip better for bike riding and walking by carefully planning our infrastructure so riding and walking is convenient, safe, efficient and enjoyable.				
	Funding is for implementing the Walk and Bike plans.				
Funding year and amount		2017/18	2018/19	2019/20	2020/21

Planning instrument, description and specific resources allocated for the following four years				
	\$1,040,000	\$1,000,000	\$1,000,000	\$1,000,000
Car Share Policy 2016-2021	<p>Defines the benefits of car share to members, the local community and Council and encourages the expansion of car share across the municipality.</p> <p>This policy is delivered primarily through the budget and activity of the <i>Transport and parking management</i> service.</p>			
Parking Permit Policy 2001	<p>Provides guidelines for residents, visitors, members of community service organisations, disabled residents, trade persons and businesses for eligibility of parking permits.</p> <p>This policy is delivered primarily through the budget and activity of the <i>Transport and parking management</i> service.</p>			
Public Transport Advocacy Statement 2009	<p>Provides guidance on those matters that Council will advocate regarding bus, tram and train travel.</p> <p>This commitment is delivered primarily through the budget and activity of the <i>Transport and parking management</i> service.</p>			
Road Management Plan	<p>Outlines our road management responsibilities, lists the road assets and details the standards of service, maintenance and construction for roads within the City.</p> <p>Funding is for renewing roads and kerbs, footpaths and laneways.</p>			
Funding year and amount	2017/18 \$5,355,000	2018/19 \$5,800,000	2019/20 \$5,850,000	2020/21 \$5,850,000
Safer Streets 2013-2020: The Road User Safety Strategy	<p>Sets out the goals for eliminating fatalities and reducing the risk of injury on our roads so that people of all ages and abilities can travel on our road network safely and that vulnerable road users have confidence to travel freely in the City.</p>			

Planning instrument, description and specific resources allocated for the following four years

	Funding is for implementing blackspot safety improvements at high collision locations, deliver the Beach Street separated queuing lane to reduce traffic delays associated with cruise ship arrivals, and plan for and deliver Kerferd Road safety improvements to enhance walking and bike riding.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$2,157,166	\$4,255,000	\$1,400,000	\$400,000

Sustainable Transport Strategy: A Connected and Liveable City	Supports our vision for a connected and liveable city where residents, visitors and workers can live and travel car free by improving the convenience, safety, accessibility and range of sustainable travel choices across the municipality.			
	Funding is to maximise community benefit from Melbourne Metro public transport and precinct works including the Park Street tram link and all associated tram stop upgrades implement and Implement clever parking initiatives that help manage parking supply and turnover, and improve customer experience.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$1,460,000	\$800,000	\$600,000	\$600,000

Other initiatives not specifically aligned to a strategy	Funding is for development of the Integrated Transport Strategy			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$150,000	\$0	\$0	\$0

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

Climate Adaptation Plan 2010	Targets Council operations and policy in the areas of built form, public space, coastal management and protection, drainage and flooding management, managing heat stress and heat island			
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Planning instrument, description and specific resources allocated for the following four years

	<p>effects, and supporting local emergency management. It is a key plan to guide change in some vital Council operational areas, in order to progressively develop a more climate adept city.</p> <p>Funding is a contribution to the EcoCentre redevelopment (subject to third party funding), and develop and implement a Sustainable City Community Action Plan.</p>			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$682,000	\$383,000	\$2,730,000	\$930,000
Foreshore and Hinterland Vegetation Management Plan 2015	<p>Provides guidance for the future use, development and management of the Port Phillip foreshore.</p> <p>Funding is for ongoing investment in upgrading the foreshore including vegetation projects.</p>			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$100,000	\$150,000	\$150,000	\$150,000
Graffiti Management Plan 2013-2018	<p>Provides direction for the removal and management of graffiti across the city, implementation community focussed programs that contribute to minimising graffiti, and provision of opportunities for people to participate in more legitimate forms of public art.</p> <p>This plan is delivered through the budget and activity of the <i>Amenity</i> service.</p>			
Greenhouse Plan 2011	<p>Assists Council to address emissions reduction actions in greenhouse gas emissions, urban design and development, transport, zero waste, purchasing and procurement, and climate change.</p> <p>Funding is for developing a baseline of municipal greenhouse gas emission and investing in energy efficiency measures (for example, solar implementation) in Council buildings.</p>			

Planning instrument, description and specific resources allocated for the following four years				
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$893,000	\$1,147,000	\$500,000	\$500,000
Greening Port Phillip, An Urban Forest Approach 2010	<p>Supports a healthy and diverse urban forest that uses innovative greening solutions to enhance the community's daily experience, ensuring environmental, economic, cultural and social sustainability for future generations.</p> <p>Funding is for street tree and park tree improvement programs.</p>			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$540,000	\$540,000	\$540,000	\$540,000
Open Space Water Management Plan	<p>Reflects the principles of the Water Plan 2010 and creates an implementation framework from which actions can be developed and prioritised.</p> <p>Funding is for implementing irrigation upgrades to key sports fields and parks to optimise water use.</p>			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$250,000	\$350,000	\$350,000	\$350,000
Public Toilet Plan 2013–2023	<p>Supports clean, safe, accessible public toilets to all local residents and visitors to the municipality.</p> <p>Funding is for improving safety and amenity of public toilets. Funding for the upgrade of the South Melbourne Life Saving Club in 2018/19 includes the toilet facilities and is located under the Sport and Recreation Strategy.</p>			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$565,000	\$0	\$450,000	\$450,000

Planning instrument, description and specific resources allocated for the following four years

Storm Water Management Plan	<p>Provides direction for the environmental management of stormwater and presents an integrated approach to stormwater management, which maintains the traditional function of preventing adverse flooding, but also places emphasis on improving water quality and environmental amenity of stormwater systems.</p> <p>Funding is for developing a Stormwater Asset Management Plan, a Stormwater Management Policy, guidelines to require on-site stormwater detention for new developments and continuing to invest in drainage.</p>								
Funding year and amount	<table border="1"> <thead> <tr> <th data-bbox="636 632 741 655">2017/18</th> <th data-bbox="842 632 947 655">2018/19</th> <th data-bbox="1048 632 1153 655">2019/20</th> <th data-bbox="1254 632 1359 655">2020/21</th> </tr> </thead> <tbody> <tr> <td data-bbox="600 676 741 708">\$1,300,000</td> <td data-bbox="801 676 947 708">\$1,300,000</td> <td data-bbox="1010 676 1155 708">\$1,300,000</td> <td data-bbox="1218 676 1359 708">\$1,300,000</td> </tr> </tbody> </table>	2017/18	2018/19	2019/20	2020/21	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000
2017/18	2018/19	2019/20	2020/21						
\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000						
Sustainable Design Strategy 2013	<p>Sets out how Council will achieve sustainable design outcomes through the planning scheme and incorporates best practice sustainability design standards for Council buildings, provides an assessment framework that directly supports the proposed Amendment C97 Environmentally Efficient Design (EED) Local Planning Policy.</p> <p>This strategy is delivered primarily through the budgets and activity of the <i>City planning and urban design and Sustainability services</i>.</p>								
Sustainable Public Lighting Strategy for Streets and Open Space 2011–2016	<p>Provides the framework for achieving our zero net Council emissions by 2020 goal by providing direction for improvement where it is needed.</p> <p>Funding is for renewal, upgrade and expansion of public space lighting.</p>								
Funding year and amount	<table border="1"> <thead> <tr> <th data-bbox="636 1241 741 1265">2017/18</th> <th data-bbox="842 1241 947 1265">2018/19</th> <th data-bbox="1048 1241 1153 1265">2019/20</th> <th data-bbox="1254 1241 1359 1265">2020/21</th> </tr> </thead> <tbody> <tr> <td data-bbox="618 1286 741 1318">\$550,000</td> <td data-bbox="824 1286 947 1318">\$750,000</td> <td data-bbox="1032 1286 1155 1318">\$750,000</td> <td data-bbox="1240 1286 1359 1318">\$750,000</td> </tr> </tbody> </table>	2017/18	2018/19	2019/20	2020/21	\$550,000	\$750,000	\$750,000	\$750,000
2017/18	2018/19	2019/20	2020/21						
\$550,000	\$750,000	\$750,000	\$750,000						

Planning instrument, description and specific resources allocated for the following four years

Towards Zero – Sustainable Environment 2007	<p>Provides the community with a clear statement of the key sustainability challenges faced by the City and the policy and strategy directions that needed to be pursued over the next 5-10 years. In addition, it sets targets for the community and Council, and the framework for measuring progress against our sustainability challenges.</p> <p>Funding is for commencing a review of sustainability strategy beyond 2020 and contributions to the Port Phillip EcoCentre including education programs.</p>								
Funding year and amount	<table border="1"> <thead> <tr> <th data-bbox="622 603 801 632">2017/18</th> <th data-bbox="846 603 1025 632">2018/19</th> <th data-bbox="1070 603 1249 632">2019/20</th> <th data-bbox="1294 603 1473 632">2020/21</th> </tr> </thead> <tbody> <tr> <td data-bbox="622 647 801 676">\$350,000</td> <td data-bbox="846 647 1025 676">\$203,040</td> <td data-bbox="1070 647 1249 676">\$206,138</td> <td data-bbox="1294 647 1473 676">\$209,294</td> </tr> </tbody> </table>	2017/18	2018/19	2019/20	2020/21	\$350,000	\$203,040	\$206,138	\$209,294
2017/18	2018/19	2019/20	2020/21						
\$350,000	\$203,040	\$206,138	\$209,294						
Water Plan 2010	<p>Identifies different water sources that can be used to make the city more liveable.</p> <p>Funding is for working with third parties on the viability of stormwater harvesting at Albert Park Lake and Alma Park.</p>								
Funding year and amount	<table border="1"> <thead> <tr> <th data-bbox="622 887 801 916">2017/18</th> <th data-bbox="846 887 1025 916">2018/19</th> <th data-bbox="1070 887 1249 916">2019/20</th> <th data-bbox="1294 887 1473 916">2020/21</th> </tr> </thead> <tbody> <tr> <td data-bbox="622 932 801 960">\$150,000</td> <td data-bbox="846 932 1025 960">\$1,850,000</td> <td data-bbox="1070 932 1249 960">\$2,300,000</td> <td data-bbox="1294 932 1473 960">\$1,100,000</td> </tr> </tbody> </table>	2017/18	2018/19	2019/20	2020/21	\$150,000	\$1,850,000	\$2,300,000	\$1,100,000
2017/18	2018/19	2019/20	2020/21						
\$150,000	\$1,850,000	\$2,300,000	\$1,100,000						
Water Sensitive Urban Design Guidelines	<p>Provides a range of measures that are designed to avoid, or at least minimise, the environmental impacts of urbanisation in terms of the demand for water and the potential pollution threat to natural water bodies.</p> <p>Funding is for planning and delivering water sensitive urban design interventions to reduce contaminants in water entering Port Phillip Bay.</p>								
Funding year and amount	<table border="1"> <thead> <tr> <th data-bbox="622 1265 801 1294">2017/18</th> <th data-bbox="846 1265 1025 1294">2018/19</th> <th data-bbox="1070 1265 1249 1294">2019/20</th> <th data-bbox="1294 1265 1473 1294">2020/21</th> </tr> </thead> <tbody> <tr> <td data-bbox="622 1310 801 1339">\$300,000</td> <td data-bbox="846 1310 1025 1339">\$300,000</td> <td data-bbox="1070 1310 1249 1339">\$600,000</td> <td data-bbox="1294 1310 1473 1339">\$600,000</td> </tr> </tbody> </table>	2017/18	2018/19	2019/20	2020/21	\$300,000	\$300,000	\$600,000	\$600,000
2017/18	2018/19	2019/20	2020/21						
\$300,000	\$300,000	\$600,000	\$600,000						

Planning instrument, description and specific resources allocated for the following four years

Other initiatives not specifically aligned to a strategy	Funding is for developing and implementing a new municipal Waste Management and Resource Recovery Plan, and investment in waste management and street cleaning infrastructure, including litter bins and other equipment.
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Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$1,232,000	\$972,000	\$463,000	\$380,000

Strategic Direction 4: We are growing but keeping our character

Activating Laneways Strategy	Identifies a selection of lanes within and/or close to key areas such as Activity Centres, regionally significant open spaces and public transport networks, and provides a framework to promote future activity within them.
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Funding is for the Laneway Upgrade Program.

Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$0	\$310,000	\$310,000	\$310,000

City of Port Phillip Housing Strategy 2007-2017	<p>Sets out a broad vision for housing and residential development in Port Phillip and makes recommendations regarding the future management of housing and residential development in the City.</p> <p>This strategy is delivered primarily through the budgets and activity of the <i>City planning and urban design and Affordable housing and homelessness services</i>.</p>
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City of Port Phillip Activity Centre Strategy 2006	Provide a holistic understanding of the complex role and function of activity centres and the contribution that they can make to creating sustainable local communities and is in response to <i>Melbourne 2030: Planning for Sustainable Growth</i>
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Planning instrument, description and specific resources allocated for the following four years				
	This strategy is delivered primarily through the budget and activity of the <i>City planning and urban design</i> service.			
Domestic Animal Management Plan 2012-2016	<p>Aims to provide harmonious and responsible pet ownership across the City of Port Phillip focusing on the registration of pets, effective control of dogs within public areas, pet residential management, pet microchipping and de-sexing and the encouragement of owners to pick up dog poo.</p> <p>This plan is delivered primarily through the budget and activity of the <i>Local laws and animal management</i> service.</p>			
Fishermans Bend Planning & Economic Development Strategy	<p>Guides the continued transition of Fishermans Bend from a traditional industrial area into a diverse, inner city business and employment precinct.</p> <p>Funding is for the Ferrars Street Education and Community Precinct Montague Park and streetscape upgrade projects.</p>			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$5,513,000	\$1,130,000	\$0	\$6,000,000
Foreshore Management Plan 2012	<p>Guides how to protect, maintain and manage the City's coastline. It provides strategic directions to address unsustainable impacts on the Port Phillip coast and community.</p> <p>Funding is for renewing foreshore and maritime assets.</p>			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$1,135,000	\$650,000	\$1,500,000	\$1,500,000
Inner Melbourne Action Plan	<p>Sets out 11 regional strategies and 57 actions to make the Inner Melbourne Region more liveable.</p> <p>Funding is for our contribution to the Inner Melbourne Action Plan.</p>			

Planning instrument, description and specific resources allocated for the following four years				
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$95,000	\$95,000	\$95,000	\$95,000
Management plans for: Catani Gardens and Southern Foreshore, Elwood Foreshore and Recreation reserves, JL Murphy Reserve, and Marina Reserve	Funding is for Carlo Catani wall structural rectification and the Elwood public space wall replacement			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$977,000	\$0	\$0	\$0
Masterplans for: Albert Park College Precinct, Balaclava Station, Emerald Hill Precinct, St Kilda Triangle	Funding is for working with Public Transport Victoria on upgrading the Balaclava Station interchange on Carlisle Street.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$50,000	\$0	\$0	\$0
Memorials and Monuments Policy	Guides management of existing memorials and decision-making for new memorials. Funding is for the memorials and monuments renewal program and heritage plaques.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$70,000	\$70,000	\$70,000	\$70,000
Municipal Emergency Management Plan	Outlines how the Port Phillip City Council will Implement measures to prevent (or reduce) the causes (or effects) of emergencies, manage the use of municipal resources in response to emergencies, manage support (that may be provided) to or from			

Planning instrument, description and specific resources allocated for the following four years				
	adjoining municipalities, assist the affected community to recover following an emergency and complement other local, regional and state planning arrangements.			
	Funding is for our contribution to State Emergency Services.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$32,000	\$32,640	\$33,293	\$33,959
Open Space Strategy and Implementation Plan Framework 2009	Guides delivery of a city where public open spaces define the City's character and respond to its people's need for places to rest, recreate and be inspired.			
	Funding is to renew park and street furniture and signage.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$710,000	\$710,000	\$710,000	\$1,265,000
Playspace Strategy 2011	Sets the vision, policy context and framework for future development of play spaces and prioritises play spaces for upgrade and renewal.			
	Funding is to renew and upgrade parks and playgrounds, including the playspace at JL Murphy and Graham Street Skate Park.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$990,000	\$1,045,000	\$1,775,000	\$990,000
Port Melbourne Waterfront Activation Plan	Defines short term actions and identifies longer term strategies and is guide for the delivery of them by Council, business and the community to activate the Port Melbourne Waterfront.			
	This plan is delivered primarily through the budget and activity of the <i>City planning and urban design</i> service.			

Planning instrument, description and specific resources allocated for the following four years

Port Phillip Heritage Review 2000 (Version 18)	Includes completion of additional assessments of places and areas of heritage significance since the gazetting of the original review in 2000.			
	Funding is developing and implementing the Heritage Program.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$50,000	\$50,000	\$50,000	\$50,000
Port Phillip Local Law No.1 (Community Amenity) 2013	Manages the uses and activities on roads and Council land, and manages, regulates and controls certain uses and activities.			
	The local law is delivered primarily through the budgets and activity of the <i>Health services</i> and <i>Local laws and animal management</i> services.			
Port Phillip Planning Scheme	Provides a clear and consistent framework within which decisions about the use and development of land can be made.			
	Expresses state, regional, local and community expectations for areas and land uses.			
	Provides for the implementation of State, regional and local policies affecting land use and development.			
	Funding is for reviewing and updating the Port Phillip Planning Scheme, including the Municipal Strategic Statement, to ensure an effective framework of local policy and controls to manage growth and implementing planning scheme amendments that strengthen design and development controls in areas undergoing significant change.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$290,000	\$250,000	\$250,000	\$250,000
Precinct structure plans and urban design	Funding is for precinct management to ensure coordination of development, projects and advocacy, including for Domain and Port			

Planning instrument, description and specific resources allocated for the following four years				
frameworks for: activity centres (Bay Street, Carlisle Street, South Melbourne Central and Ormond Road Elwood) and growth precincts (Montague Precinct, St Kilda Road South, St Kilda Road North, St Kilda Foreshore and Port Melbourne Waterfront)	Melbourne Waterfront and design works to support upgraded tram stops in Fitzroy St and Carlisle St.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$816,000	\$330,000	\$121,500	\$0
Soil Contamination Management Policy	Outlines our approach to assessing and managing potentially contaminated land that we own or manage. Funding is for working with the Victorian Government to effectively manage soil contamination on open space sites, including at Gasworks Arts Park.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$505,000	\$915,000	\$3,380,000	\$1,380,000
St Kilda Botanical Gardens Future Directions Plan	Examines botanic function and cultural heritage of the Gardens and provides a number of improvement recommendations. This plan is delivered primarily through the budget and activity of the <i>Public space</i> service.			
Other initiatives not specifically assigned to a strategy	Funding is for developing a Public Spaces strategy, a Statutory Planning service review and Design and Development Awards.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$170,000	\$70,000	\$40,000	\$20,000

Planning instrument, description and specific resources allocated for the following four years

Strategic Direction 5: We thrive by harnessing creativity

Aboriginal and Torres Islander Arts Strategy 2014-2017	Ensures resources are available for the annual Aboriginal and Torres Strait Islander arts calendar. Funding is for the Yalukit Willum Ngargee festival and Indigenous Arts program.			
Funding year and amount	2017/18 \$106,230	2018/19 \$108,886	2019/20 \$111,608	2020/21 \$114,398
Arts and Culture Policy 2011	Articulates our commitment to supporting a culturally vibrant city and outlines principles and objectives for arts and cultural services, programs and facilities. Funding supports the management and operation of Gasworks and Linden Gallery and other arts organisations including 2017/18 funding only for Red Stitch, Theatre Works and the Emerald Hill Cultural Precinct program, the Cultural Development Fund, and replacing the Gasworks Theatre seats.			
Funding year and amount	2017/18 \$2,764,403	2018/19 \$1,365,128	2019/20 \$1,048,555	2020/21 \$1,062,184
Community Grants Subsidies and Donations Policy	Sets direction for transparent and effective administration of community grants programs, subsidy schemes and donations. Funding is for supporting community facilities, community projects and village impact grants.			
Funding year and amount	2017/18 \$442,675	2018/19 \$442,675	2019/20 \$442,675	2020/21 \$442,675

Planning instrument, description and specific resources allocated for the following four years				
Events Strategy 2015–2017	Plans, attracts and directs events to ensure our city is welcoming, healthy, safe and vibrant for all. Funding is for the St Kilda Film Festival, grants for Local Festivals, contributions to Pride March, Live N Local and other events.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$756,496	\$585,499	\$596,136	\$607,031
Outdoor Events Policy 2010	Provides a framework through which the City of Port Phillip manages externally produced events in public space. It includes assessment and approval of direct applications, and the principles of attracting events to the municipality. This policy is delivered primarily through the budget and activity of the Public space service.			
Port Phillip City Collection Policy 2017	Articulates the context and principles for the Port Phillip City Collection. It is the guiding document for collection management and key decision-making relating to the Collection, outlining the requirements around collection development through acquisition, documentation, conservation and access. Funding is for the arts acquisition program.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$30,000	\$30,000	\$30,000	\$30,000
South Melbourne Market Strategic Plan 2015–2020	Five-year strategic planning for managing the South Melbourne Market to achieve its goals over the next five years. Funding is for renewal and building compliance works, fit-out of stalls and to develop a strategic business case.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21

Planning instrument, description and specific resources allocated for the following four years				
	\$1,120,000	\$825,000	\$825,000	\$825,000
St Kilda Esplanade Market Strategic Plan 2016-2020	<p>Reinforces the Market's identity as a makers' market, and sets out three key priorities: to continue to make the Market a 'market of choice' for stallholders and visitors; to ensure a positive market experience through improving amenities and infrastructure over time; and to increase visitor numbers and Market profile through marketing and communications.</p> <p>This plan is delivered primarily through the budget and activity of the <i>Markets</i> service.</p>			
St Kilda Festival Strategy and Multi-Year Operational Plan 2016-2018	<p>A three year action plan to reinforce the Festival as Australia's largest free music festival, a unique and iconic Melbourne event showcasing Australian bands</p> <p>Funding is for the St Kilda Festival.</p>			
Funding year and amount	2017/18 \$1,449,823	2018/19 \$1,485,942	2019/20 \$1,523,091	2020/21 \$1,561,168
Other initiatives not specifically assigned to a strategy	<p>Funding is for developing a Creative and Prosperous City strategy, library purchases, and precinct management for Balaclava and Fitzroy Street.</p>			
Funding year and amount	2017/18 \$1,370,000	2018/19 \$1,423,000	2019/20 \$1,329,000	2020/21 \$1,135,000
Strategic Direction 6: Our commitment to you				
Asset Management Plans (under review) and Asset Management Policy and	<p>Council's asset management is complex and impacts on nearly all areas of Council responsibilities. Renewals are capital works that are required to ensure that Council intervenes in an optimal manner</p>			

Planning instrument, description and specific resources allocated for the following four years

Strategy (under development)	to protect and renew infrastructure assets. This supports on-going service and financial sustainability.			
	Funding is for asset renewals that are not allocated to other identified strategies or plans such as renewal of buildings, IT infrastructure and applications and Council's fleet. Also included is works building safety works on community assets, works on South Melbourne Town Hall lifts, development of a staff accommodation plan and development of a business technology strategic plan and asset management strategy.			
Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$10,112,000	\$10,734,500	\$10,791,500	\$12,818,000
City of Port Phillip Security Camera Footage Policy 2012	Sets policy and processes for the retention, release and return of City of Port Phillip security footage. This policy is delivered primarily through the budget and activity of the <i>Governance and engagement</i> service.			
Civic Recognition and Support Strategy	This strategy is delivered primarily through the budget and activity of the <i>Governance and engagement</i> service.			
Councillor Code of Conduct (including Councillor Support and Expense Reimbursement Policy 2016)	Develops behavioural principles for elected representatives around conducting Council business. This policy is delivered primarily through the budget and activity of the <i>Governance and engagement</i> service.			
Leasing and Licencing Policy (under development)	This policy is delivered primarily through the budget and activity of the <i>Asset management</i> service.			
Other initiatives not specifically assigned to a strategy	Funding is for community engagement to support the annual review of the Council Plan and continuous improvement initiatives.			

Planning instrument, description and specific resources allocated for the following four years

Funding year and amount	2017/18	2018/19	2019/20	2020/21
	\$763,000	\$350,000	\$350,000	\$595,000

Rates and charges

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

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

Rating context

In developing the Strategic Resource Plan, rates and charges are identified as the main source of revenue, accounting for over 56 per cent of the total revenue received by Council annually. Planning for future rate increases has historically been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2017/18 the FGRS cap has been set at 2.0 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

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

The community's expectation for better value in Council service delivery has been reflected in Council's decision making. Council has recently launched a number of initiatives to ensure that its services are delivered in the most efficient and effective manner possible. These initiatives include a successful drive for efficiency savings, resulting in permanent operational savings of \$7 million (to date) with a further \$2.0 million expected in 2017/18. These initiatives have been supported by improved capability in Council planning, process improvement and project management.

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

Current year rates and charges

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

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

- service delivery options, including changes to the way services are currently delivered and consideration of service level changes in areas of lower strategic priority
- appropriate use of borrowings and reserves.

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

This table sets out future proposed increases in rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2017.

Year	General Rate Increase %	Total Rates Raised \$'000
2016/17	2.50	117,201
2017/18	2.00	120,769
2018/19	2.20	125,205
2019/20	2.39	130,038
2020/21	2.62	135,350

Rating structure

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

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

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

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

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

Council provides for rate concessions for recreational land. Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to grant a rating concession to any 'recreational lands' which meet the test of being rateable land under the Act. There are 27 recreational properties in Port Phillip that are rated under the Cultural and Recreational Lands Act and rate concessions ranging from 25 per cent to 85 per cent are provided.

This table summarises the rates to be determined for the 2017/18 year. A more detailed analysis of the rates to be raised is contained in "Declaration of Rates and Charges" section.

Rate type	How applied	2016/17	2017/18	Change
General rates	Cents/\$ NAV	3.8517	3.9287	2%
Municipal charge	\$/ property	Nil	Nil	Nil
Annual garbage charge - non-rateable properties	\$/ property	\$260	\$260	Nil
240 Litre bin - annual service charge	\$/ property	\$120	\$120	Nil

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

Differential rates

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

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

Declaration of rates and charges 2017/18

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

Type or class of land	2016/17 cents/\$NAV	2017/18 cents/\$NAV	Change
General rate for rateable properties	3.8517	3.9287	2.00%

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

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

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

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

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

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

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

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

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

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

Type of Charge	2016/17 (\$)	2017/18 (\$)	Change
Municipal	0	0	0.00%

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

Type of Charge	Per Rateable Property 2016/17 (\$)	Per Rateable Property 2017/18 (\$)	Change
Annual Garbage Charge for non-rateable tenements	260	260	0.00%
240 Litre Bin - Annual Service Charge	120	120	0.00%
80 Litre Bin – Annual Rebate	(30)	(30)	0.00%

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

Type of Charge	2016/17 (\$)	2017/18 (\$)	Change
Annual Garbage Charge for non-rateable tenements	22,880	22,880	0.00%
240 Litre Bin - Annual Service Charge	238,330	241,320	1.25%
Total Service charge excluding rebates	261,210	264,200	1.14%
80 Litre Bin – Annual Rebate	(74,880)	(74,880)	0.00%
Total additional service charges (waste collection)	186,330	189,320	1.60%

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

Type of Charge	2016/17 (\$)	2017/18 (\$)	Change
General Rates	116,717,355	119,933,810	2.76%
Municipal Charge	0	0	0.00%
Supplementary Rates and Charges	591,000	935,900	58.36%
Rate rebates and adjustments (including penalty interest)	(340,000)	(329,662)	(3.04%)
Cultural and Recreational Charges	46,672	39,863	(14.59%)
Additional service charges (Waste collection)	186,330	189,320	1.60%
Total Rates and Charges	117,201,357	120,769,231	3.04%

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

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

- The making of supplementary valuations (2017/18: budgeted \$935,900 and 2016/17: estimated \$700,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

Fair Go Rates System Compliance

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

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

Fees and charges

Ensuring we recover costs through fair and appropriate user charges

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

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

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

Fees from 1 July 2017 to 30 June 2019	1 April to 30 Sept Fee Incl. GST	1 Oct to 31 March Fee Incl. GST
Station Pier & Waterfront Place – per hour	\$1.80	\$3.80
Station Pier & Waterfront Place – max. / per day	\$8.50	\$12.60
Fitzroy Street, Pattison Street & St Kilda West (excluding Beaconsfield Parade) – per hour	\$1.80	\$3.80
Fitzroy Street, Pattison Street & St Kilda West (excluding Beaconsfield Parade) – max. / per day	\$8.50	\$12.60

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

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

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

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

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

Strategic direction: We embrace difference, and people belong

Ageing and accessibility

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Planned activity groups		
Planned activity group - quarter day activities for older people and people with disabilities	\$5.35	\$5.60
Planned activity group - half day activities for older people and people with disabilities - this includes water leisure activities	\$9.30	\$9.60
Planned activity group - full day activities for older people and people with disabilities	\$14.65	\$15.00
Planned activity group - package	\$84.50	\$86.60
Shopping Group (July-December)	\$2.00	\$3.80
Shopping Group (January-June)	\$3.80	\$5.60
Cooking Group (July-December)	\$1.50	\$3.80
Cooking Group (January-June)	\$3.80	\$5.60
Personal, respite and home care		
Personal Care - Base	\$6.00	\$6.20
Personal Care - Medium	\$14.25	\$14.60
Personal Care - Max	\$38.85	\$39.80
Personal Care - Package	\$50.80	\$52.20
Respite Care - Base Fee	\$4.25	\$4.40

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Respite Care - Medium Fee	\$7.25	\$7.40
Respite Care - Max Fee	\$35.80	\$36.60
Respite Care - Package	\$50.80	\$52.20
Home Care - Base Fee	\$7.85	\$8.00
Home Care - Med Fee	\$18.55	\$19.00
Home Care - Max Fee	\$34.35	\$35.20
Home Care - Package	\$50.80	\$52.20
Property Maintenance - Base Fee	\$11.50	\$11.80
Property Maintenance - Med Fee	\$18.10	\$18.60
Property Maintenance - Max Fee	\$48.25	\$49.40
Property Maintenance - Package	\$68.40	\$70.20
Food services		
Food Services	\$8.80	\$9.00
Food Services - Package	\$10.20	\$10.40
Food Services - Package - Meal only (itemised fees)	n/a	\$7.20
Centre-based meal - 3 courses	\$6.00	\$6.20
Centre-based meal - 2 courses	\$4.50	\$4.60

Children

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

Community programs and facilities

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

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Community connect-community facilities		
Community groups Type 1 Based within Port Phillip	\$12.20	\$12.50
Community groups Type 2 operate from outside Port Phillip	\$18.00	\$18.50
Semi Commercial Hirers	\$42.70	\$43.70
Private Hire	\$60.60	\$62.00
Public Liability Insurance	\$28.50	\$30.00
Security Deposit - Standard	\$100.00	\$100.00
Security Deposit - Specific	\$500.00	\$500.00
Community Groups	\$12.20	\$12.50

Families and young people

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

Recreation

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Commercial Recreation Activities - New Licences & Permits (Statutory Fees)		
Commercial Recreation Activity (beach and water activities) - Annual Licence Fee	\$281.00	\$297.00
Commercial Recreation Activity (beach based activities) - Annual Licence Fee	\$281.00	\$297.00
Commercial Recreation Activity (launch of craft only) - Annual Licence Fee	\$540.00	\$554.00
Commercial Recreational Activity - Kite boarding - Annual Licence Fee	\$1,900.00	\$1,948.00
Commercial Recreational Activity - Skydiving - Annual Licence Fee	\$165,000.00	\$169,000.00
Commercial Recreation Activity (all activities) - Participant Fee Adult	\$2.70	\$2.40
Commercial Recreation Activity (all activities) - Participant Fee Child	\$1.75	\$1.60
Personal Training (1 to 15 participants) - Annual Licence Fee	\$281.00	\$297.00
Sports Ground and Facilities Bookings		
Sports ground casual booking (community per day)	\$128.00	\$131.00
Sports ground casual booking (corporate per day)	\$185.00	\$190.00
Sports ground casual booking (high & private schools per term)	\$60.00	\$62.00
Pavilion hire casual (community & school groups)	\$95.00	\$97.00
Pavilion hire casual (corporate groups)	\$172.00	\$176.00
Pavilion Hire casual - Elwood Pavilion (corporate groups)	\$345.00	\$354.00
North Port Oval casual hire	\$475.00	\$487.00
Casual use - Refundable Security Deposit	\$500.00	\$500.00
Sports club use - Refundable Security Deposit	\$500.00	\$500.00

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

Transport and parking management

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Infrastructure maintenance		
Road Reinstatement - Refundable Deposit	\$1,000.00	\$1,000.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
South Melbourne Market		
Parking - Market Days Car Parking on market days is free for the first two hours, then 2-3 hrs \$6; 3-4 hrs \$12; 4-5hrs \$40, 5hrs+ \$65		
Parking - Non Market Days Car Parking on roof non Market Days (Mon, Tues, Thurs) \$9 all day	\$12.00	\$13.00
Parking permits		
Resident parking permit. Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	\$77.00	\$79.00
Combined parking permit (resident/foreshore). Concession Card holders are entitled to obtain one Combined permit free of charge and subsequent permits at half price.	\$113.00	\$116.00
Party parking permit (for two days and one night)	\$5.00	\$5.10
Visitor parking permit (annual). Concession Card holders are entitled to obtain one Visitor permit free of charge and subsequent permits at half price.	\$103.00	\$106.00
Foreshore parking permit. Concession Card holders are entitled to obtain one Foreshore permit free of charge and subsequent permits at half price.	\$55.00	\$57.00
Foreshore Club Parking permit. Concession Card holders are only entitled to obtain one Foreshore Club permit at half price. No first permit free for this permit type.	\$95.00	\$97.00
The concessions apply to holders of one of the following cards: <ul style="list-style-type: none"> • Pensioner Concession Card – issued by Centrelink, Department of Human Services or Department of Veterans' Affairs • Health Care Card issued by Centrelink or Department of Human Services • Commonwealth Seniors Health Card issued by Department of Human Services • Department of Veterans' Affairs Gold Card – War Widow or Totally and Permanently Incapacitated 		
Tradesman parking permit (per week)	\$50.00	\$51.00
Temporary parking permit - Admin fee	\$85.00	\$87.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Unrestricted bay	\$6.00	\$6.20
Non-metered restricted time parking per bay	\$37.00	\$38.00
All Day parking ticket or meter parking per bay	\$21.00	\$22.00
Time restricted paid parking per bay	\$33.00	\$34.00
Permit reissue - Admin fee	\$20.00	\$20.00
Parking machine charges		
Foreshore area (tourist and excluding Waterfront Place and Station Pier) - per day	\$12.30	\$12.60
Foreshore area (tourist and excluding Waterfront Place and Station Pier) - per hour	\$5.10	\$5.20
Station Pier & Waterfront Place – maximum / per day (1 July - 30 September and 1 April - 30 June)	\$12.30	\$8.50
Station Pier & Waterfront Place – maximum / per day (1 October - 31 March)	\$12.30	\$12.60
Station Pier & Waterfront Place – per hour (1 July - 30 September and 1 April - 30 June)	\$5.10	\$1.80
Station Pier & Waterfront Place – per hour (1 October - 31 March)	\$5.10	\$3.80
St Kilda Road - North of the junction (commercial) - per hour	\$3.70	\$3.80
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) – maximum / per day (1 July - 30 September and 1 April - 30 June)	\$12.30	\$8.50
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) – maximum / per day (1 October - 31 March)	\$12.30	\$12.60
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) - per hour (1 July - 30 September and 1 April - 30 June)	\$3.70	\$1.80
Fitzroy Street area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) – per hour (1 October - 31 March)	\$3.70	\$3.80
South Melbourne East - North East of Kingsway (commercial) - per hour	\$3.70	\$3.80
South Melbourne South - Albert Road area (commercial) - per day	\$11.80	\$12.00
South Melbourne South - Albert Road area (commercial) - per hour	\$3.70	\$3.80

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
South Melbourne Central - North of Park and Ferrars Street (industrial) - per day	\$8.30	\$8.50
South Melbourne Central - North of Park and Ferrars Street (industrial) - per hour	\$1.70	\$1.80
South Melbourne Central - Clarendon Street Retail Precinct - per day	\$8.30	\$8.50
South Melbourne Central - Clarendon Street Retail Precinct - per hour	\$1.70	\$1.80
South Melbourne West - South West of Ferrars Street (Industrial) - per day	\$8.30	\$8.50
South Melbourne West - South West of Ferrars Street (Industrial) - per hour	\$1.70	\$1.80
St Kilda Road - South of St Kilda Junction (commercial / retail) - per day	\$6.30	\$6.50
St Kilda Road - South of St Kilda Junction (commercial / retail) - per hour	\$1.70	\$1.80
Parking enforcement		
Vehicle Clearway Release Fee	\$405.00	\$415.00
Vehicle Transfer from Nationwide Towing to Manheim	\$720.00	\$720.00
Daily vehicle storage fee after 48 hours (new fee)	\$18.00	\$18.50
Unregistered and abandoned vehicle release fee (new fee)	\$405.00	\$415.00
Parking fines		
Penalty Fines - class 1	\$78.00	\$80.00
Penalty Fines - class 2	\$93.00	\$95.00
Penalty Fines - class 3	\$154.00	\$158.00
Penalty Reminder Notice	\$25.00	\$23.00
Lodgement fee	\$54.50	\$70.00

Strategic direction: We have smart solutions for a sustainable future

Amenity

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
City Permits – community amenity		
Works zone - application fee	\$99.50	\$102.00
Works zone permit for 3 or less months: Parking in front of construction site for workers' private vehicles for 3 months or less. Up to 4 bays or the width of the site (whichever is the lesser)	\$1,258.00	\$1,289.45
Works zone permit for 6 months Parking in front of construction site for workers' private vehicles for 6 months. Up to 4 bays or the width of the site (whichever is the lesser)	\$2,245.00	\$2,301.00
Works zone permit for 9 months Parking in front of construction site for workers' private vehicles for 9 months. Up to 4 bays or the width of the site (whichever is the lesser)	\$2,940.00	\$3,013.50
Works zone permit for 12 months Parking in front of construction site for workers' private vehicles for 12 months. Up to 4 bays or the width of the site (whichever is the lesser)	\$3,655.00	\$3,746.40
Work Zone permit extensions: An extension to the permit allowing parking in front of construction site for workers' private vehicles.	\$844.00	\$865.10
Work Zone permit (additional parking bays, in excess of four) Additional parking bays for workers' private vehicles in front of a construction site.	\$257.00	\$263.40
Work Zone Signage installations and removal	\$378.00	\$387.45
Advertising Signs (Real Estate Agents) application fee Application fee for the permit to allow small Auctions signs to be placed in residential streets at the time of auctions or open for inspections only.	\$99.50	\$102.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Advertising Signs (Real Estate Agents) permit fee Annual permit for small Auctions signs to be placed in residential streets at the time of auctions or open for inspections only.	\$645.00	\$661.10
City Permits – itinerant trading		
Charity Bins application fee for permit to place a charity clothing bin on council land.	\$99.50	\$102.00
Charity Bins permit fee to place a charity clothing bin on council land.	\$64.00	\$65.60
Charity Bins Permit Renewal Fee	\$99.50	\$102.00
Commercial Waste Bins application fee to apply for permit to store waste bins for commercial premises on council land e.g. for cafes (not skip bins).	\$99.50	\$102.00
Commercial Waste Bins permit fee to store waste bins for commercial premises on council land e.g. for cafes (not skip bins).	\$64.00	\$65.60
Commercial Waste Bins - 120 litre bin	\$64.00	\$65.60
Commercial Waste Bins - 240 litre bin	\$92.50	\$94.80
Commercial Waste Bins - up to 1200 litres	\$369.00	\$378.20
Non-motorised trading permit fee (including pedicabs & horse drawn carts)	\$2,369.00	\$2,428.20
City Permits – occupying the road for works:		
Asset Protection permit and deposit for protection of council land and assets to cover costs for any damage associated with development works at a construction site.	\$218.80	\$224.25
Out of Hours permit - application fee or development work undertaken outside approved hours under the Local Law: 7am-6pm M-F, 9am-3pm Sat. No works on Sunday or public holidays.	\$99.50	\$102.00
Out of Hours Permit - permit fee per day for development work undertaken outside approved hours under the Local Law: 7am-6pm M-F, 9am-3pm Sat. No works on Sunday or public holidays.	\$363.00	\$372.00
Road Opening Permit - application fee to excavate council land for the purposes of water, electricity, telecommunications etc. for private contractors. Under legislation, service authorities are not required to obtain permits.	\$99.50	\$102.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Road Opening Permit - permit fee to excavate council land for the purposes of water, electricity, telecommunications etc. for private contractors. Under legislation, service authorities are not required to obtain permits.	\$109.50	\$112.25
Vehicle Crossing - application fee for permit to construct or repair a private driveway to council specifications.	\$120.00	\$123.00
Vehicle Crossing - permit fee to construct or repair a private driveway to council specifications (paid once assessment of application determines that a permit is okay to be issued).	\$163.00	\$167.00
Street Occupation Permits - application fee to apply for a permit to occupy council land for works or storage of associated building materials.	\$99.50	\$102.00
Street Occupation Permits - permit fee to occupy council land for works or storage of associated building materials.	\$119.00	\$122.00
Street Occupation Permits - (plus \$2 ground / \$1 head gantry per square meter per day) For street occupation permits, an additional \$2 per square meter of ground level surface taken up per week or \$1 per square metre per day for overhead gantry (for example, air space)	Plus \$2.10 ground / \$1.10 head gantry per sq. meter per day	Plus \$2.10 ground / \$1.10 head gantry per sq. meter per day
Road Closure Permit - application fee for permit to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval.	\$99.50	\$102.00
Road Closure Permit - fee per day with road opening to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval.	\$125.00	\$128.10
Road Closure Permit - fee per day for other closures	\$208.50	\$213.70
Skip Bin Permit - application fee to apply for a permit to store a refuse/skip bin on council land.	\$26.20	\$26.85
Skip Bin Permit - per day for permit to store a refuse/skip bin on council land.	\$18.00	\$18.45
Skip Bin Permit - per week to store a refuse/skip bin on council land.	\$86.80	\$88.95
Shipping Container or Portable Storage Containers - up to 6 meter; per day rate.	\$123.50	\$126.60
Shipping Container or Portable Storage Containers - greater than 6 meter; per day rate.	\$205.50	\$210.65

Waste reduction

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

Strategic direction: We are growing and keeping our character

City planning and urban design

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Planning Scheme Amendment Fees		
Stage 1 - a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of	\$2,871.60	\$2,871.60

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
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		
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)	\$14,232.70	\$14,232.70
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)	\$28,437.60	\$28,437.60
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)	\$38,014.40	\$38,014.40
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.	\$453.10	\$453.10

Development approvals and compliance

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

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
POPE -Place of public entertainment – Medium (NEW) – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$1,000.00	\$1,000.00
POPE -Place of public entertainment – Large (NEW) – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$1,500.00	\$1,500.00
Siting Approval - Up to 5 Structures (NEW) – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$350.00	\$350.00
Siting Approval - Between 6 and 10 Structures (NEW) – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$550.00	\$550.00
Siting Approval - Greater than 10 Structures (NEW) – associated with precautions over the street alignment in relation to Permits (i.e. Hoarding, scaffold etc.)	\$1,000.00	\$1,000.00
Fire Safety Determination - Small Building – associated with inspection of smaller buildings to provide assessment of fire safety	\$539.75	\$553.20
Fire Safety Determination - Medium Building – associated with inspection of medium buildings to provide assessment of fire safety	\$1,619.29	\$1,659.75
Fire Safety Determination - Large Building – associated with inspection of larger buildings to provide assessment of fire safety	\$2,698.78	\$2,766.25
Building permits (internal)		
Demolish detached dwelling	\$1,104.36	\$1,131.95
Demolish attached dwelling	\$1,327.84	\$1,361.00
Demolish outbuildings	\$665.00	\$681.60
Swimming pools (includes barrier to AS 1926)	\$1,818.26	\$1,863.70
Fences	\$663.77	\$680.35
Carports/garages <20,000	\$885.19	\$907.30
Carports/garages >20,000	\$1,106.64	\$1,134.30
Alterations and additions to a dwelling <100,000	\$1,327.84	\$1,361.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Alterations and additions to a dwelling 100,000-200,000	\$1,548.03	\$1,586.70
Alterations and additions to a dwelling 200,000-300,000	\$1,846.01	\$1,892.15
Alterations and additions to a dwelling >300,000	\$2,210.67	\$2,265.90
New dwellings <250,000	\$2,359.86	\$2,418.85
New dwellings 250,000-500,000	\$2,801.38	\$2,871.40
New dwellings >500,000	\$3,243.82	\$3,324.90
Multiple dwellings (2)	\$4,423.90	\$4,534.50
Multiple dwellings (3)	\$5,160.62	\$5,289.60
Multiple dwellings (4)	\$5,897.85	\$6,045.30
Amendment to building permits issued	\$516.01	\$528.90
Extension of time to building permits issued	\$516.01	\$528.90
Shop fit outs <100,000	\$1,179.88	\$1,209.35
Shop fit outs 100,000-200,000	\$1,401.20	\$1,436.20
Shop fit outs >200,000	\$1,621.91	\$1,662.45
Internal alterations to class 2 apartments	\$1,106.93	\$1,134.60
Extension of time- Class 1 or 10	\$307.53	\$315.20
Extension of time- Class 2-9	\$442.34	\$453.40
Lapsed Permit Renewal (Class 1 or 10)	\$614.19	\$629.50
Lapsed Permit Renewal (Class 2 - 9) Minimum Fee	\$767.54	\$786.70
Class 2, 3, 4, 5, 6, 7 & 9 Alterations, additions and new buildings		
Up to \$40,000	\$805.56	\$825.70

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
\$40,000 - \$100,000	\$ value x (1.749%)	\$ value x (1.749%)
\$100,001 - \$500,000	\$ value x (1.523%)	\$ value x (1.523%)
\$500,001 - \$2 million	\$ value x (0.617%)	\$ value x (0.617%)
>\$2 - \$10 million	\$ value x (0.3284%)	\$ value x (0.3284%)
>\$10 - \$20 million	\$ value x (0.219%)	\$ value x (0.219%)
>\$20 – \$30 million	\$ value x (0.215%)	\$ value x (0.215%)
>\$30 – \$40 million	\$ value x (0.1965%)	\$ value x (0.1965%)
>\$40 – \$50 million	\$ value x (0.2048%)	\$ value x (0.2048%)
>\$50 million	\$ value x (0.1872%)	\$ value x (0.1872%)
Building control fees		
Install SOLAR PANELS for Residents and Industry	\$0.00	\$0.00
Use Only (includes Liquor Licence & Car Park Waiver) – to apply for a planning permit to change the use of the land only	\$1,240.70	\$1,240.70
Single Dwelling (up to \$2,000,000) - use and/or develop a single dwelling per lot, and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land):-		
Less than \$10,000	\$188.20	\$188.20
More than \$10,001 less than \$100,000	\$592.50	\$592.50

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
More than \$10,000 less than \$500,000	\$1,212.80	\$1,212.80
More than \$500,000 less than \$1,000,000	\$1,310.40	\$1,310.40
More than \$1,000,000 less than \$2,000,000 (more than \$2,000,000 see Class12,13,14 & 15)	\$1,407.90	\$1,407.90

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
VicSmart Application		
\$10,000 or Less	\$188.20	\$188.20
More than \$10,000	\$404.30	\$404.30
Subdivide or consolidate land	\$188.20	\$188.20
Development (including single dwellings > \$2,000,000)		
Less than \$100,000 (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land)	\$1,080.40	\$1,080.40
\$100,000 to \$1,000,000 (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land)	\$1,456.70	\$1,456.70
\$1,000,001 to \$5,000,000 (including a single dwelling per lot) (other than a class 6 or class 8 or a permit to subdivide or consolidate land.	\$3,213.20	\$3,213.20
\$5,000,001 to \$15,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is.	\$8,189.90	\$8,189.90
Class - Statutory Planning Fees - Applications for Permits Regulation 9		
\$15,000,000 to \$50,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	\$24,151.10	\$24,151.10
\$50,000,001 plus (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land). For the first 12 months, fee for a Class 15 will be charged at %50 - i.e. \$27,141.20"	\$54,282.40	\$54,282.40
Subdivision		
Subdivide an existing building (other than a class 9 permit)	\$1,240.70	\$1,240.70
Two lot subdivision (other than a class 9 or class 16 permit)	\$1,240.70	\$1,240.70
Realignment of a common boundary or consolidate lots (other than a class 9 permit)	\$1,240.70	\$1,240.70
Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	\$1240.70 per 100"	\$1,240.70

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
<ul style="list-style-type: none"> 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/ remove a condition in the nature of an easement (other than right of way) in a Crown grant. 	\$1,240.70	\$1,240.70
A Permit not otherwise provided for in the Regulations	\$1,240.70	\$1,240.70
Other Statutory Planning Fees		
S57A (a) Amend a (new) application after notice has been given (section 57A(3)(a)) is 40% of the application fee for that class of permit.	40% of Application Fee (and may incl. (c))	40% of Application Fee (and may incl. (c))
S57A (b) Amend a Sec.72 application after notice has been given (section 57A(3)(a)) is 40% of the application fee for that class of permit set out in the Table at Regulation 11 and any additional fee under (c) below.	40% of Application Fee + (c)	40% of Application Fee + (c)
S57A – If amending the application changes the class of application (c) Application to amend an Application for a (new) permit after notice has been given or Application to amend an application for S.72 changes to the class of that permit to a new class having a higher application fee set: additional fee being the difference between the original fee and the amended class fee.	Difference between original fee and new class \$	Difference between original fee and new class \$
Certificate of Compliance	\$306.70	\$306.70
Where the Planning Scheme specifies that a matter must be done “to the satisfaction of the responsible authority” (including car parking consent)	\$306.70	\$306.70
For an agreement, or to amend or end an agreement, under Section 173 of the Act	\$620.30	\$620.30
Class - Statutory Planning Fees – Amendments to Permits S.72 Regulation 11		
Class 1 - Amendment to a permit to change the use allowed by the permit or allow a new use.	\$1,240.70	\$1,240.70

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Class 2 - Amendment to a permit (other than a permit for a single dwelling per lot or to use and develop a single dwelling per lot or to undertake development ancillary to a single dwelling per lot) to change the statement (preamble) of what the permit allows or to change any or all of the conditions which apply to the permit.	\$1,240.70	\$1,240.70
Single Dwelling (to \$2,000,000) - Amendment to a permit for a single dwelling per lot or use and develop a single dwelling per lot and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land):-		
Class 3 - (Class 2) less than \$10,000.	\$188.20	\$188.20
Class 4 - (Class 3) more than \$10,000 less than \$100,000	\$592.50	\$592.50
Class 5 - (Class 4) more than \$100,000 less than \$500,000	\$1,212.80	\$1,212.80
Class 6 - (Class 5 & 6) more than \$500,000 less than \$2,000,000	\$1,310.40	\$1,310.40
VicSmart Applications		
Class 7 - (Class 7) Less than \$10,000	\$188.20	\$188.20
Class 8 - (Class 8) more than \$10,000	\$404.30	\$404.30
Class 9 - (Class 9) to subdivide or consolidate land	\$188.20	\$188.20
Development (including single dwellings > more than \$2,000,000)		
Class 10 - (Class 10) Less than \$100,000 - amend a permit to develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land)	\$1,080.40	\$1,080.40
Class 11 - (Class 11) \$100,001 to \$1,000,000 - amend a permit to develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land)	\$1,456.70	\$1,456.70
Class 12 - (Class 12,13,14 or 15) More than \$1,000,001 - amend a permit to develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land)	\$3,213.20	\$3,213.20
Subdivision		
Class 13 - (Class 16) to subdivide and existing building (other than a class 9 permit)	\$1,240.70	\$1,240.70
Class 14 - (Class 17) to subdivide land into 2 lots (other than a class 9 or class 16 permit)	\$1,240.70	\$1,240.70

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Class 15 - (Class 18) To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	\$1,240.70	\$1,240.70
Class 16 - (Class 19) Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	\$1,240.7 per 100	\$1,240.7 per 100
Class 17 - (Class 20) Amendment to an application to: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant	\$1,240.70	\$1,240.70
Class 18 - (Class 21) Amendments to an application for a permit not otherwise provided for in the Regulations	\$1,240.70	\$1,240.70
Port Phillip Planning & Administration Fees		
Secondary consent - Fee for amending Endorsed Plans	\$130.20	\$133.45
Certification - Endorsement of Plans of Subdivision	\$164.50	\$164.50
Fast Track Fee – for minor planning applications (such as painting of heritage buildings and minor works applications) that are able to be processed without advertising or the need for external referrals	\$123.00	\$126.05
Car parking consent – for determining satisfactory car parking where no Planning Permit is required	\$130.00	\$133.25
Advertising – Board – per advertising sign when planning permit applications are required to be advertised	\$76.00	\$77.90
Advertising – Letter – per letter when planning permit applications are required to be advertised	\$11.00	\$11.30
Planning Confirmation – for response to requests for Planning information	\$174.00	\$178.35
Copy of Planning Register – for a copy of the planning register	\$76.00	\$77.90
Form A Report & Consent Request – for Report and Consent on Proposed Demolition	\$64.10	\$64.10
Extension of Time		

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

Health services

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Food Act Registration & Renewal of Registration Fees - High Risk Class 1 Permits. Initial registration fees decrease on a pro-rata basis by 1/4 every 3 months throughout the annual registration period		
Medium	\$272.00	\$279.00
Large	\$368.00	\$377.00
Food Act Registration & Renewal of Registration Fees - Class 2 regular (predominantly) commercial premises - open most days of the week or mobile or temporary premises operating regularly (most weekends, large events). Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$272.00	\$279.00
Medium	\$550.00	\$564.00
Large	\$778.00	\$797.00
Food Act Registration & Renewal of Registration Fees - Class 3 regular (predominantly) commercial premises - open most days of the week or mobile or temporary premises operating regularly (most weekends, large events). Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$164.00	\$168.00
Medium	\$272.00	\$279.00
Large	\$368.00	\$377.00
Food services		
<i>Food Act Registration & Renewal of Registration Fees - Supermarkets. Initial registration fees decrease on a pro-rata basis quarterly</i>		
Small	\$550.00	\$564.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Medium	\$778.00	\$797.00
Large	\$1,215.00	\$1,245.00
Food Act Registration & Renewal of Registration Fees - Class 2 Community Groups & Clubs. Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$69.00	\$71.00
Regular	\$142.00	\$146.00
Large	\$550.00	\$564.00
Food Act Registration & Renewal of Registration Fees - Class 3 Community Groups & Clubs. Initial registration fees decrease on a pro-rata basis quarterly		
Small	\$59.00	\$60.00
Regular	\$119.00	\$122.00
Large	\$272.00	\$279.00
<i>Mobile or temporary premises associated with a permanent fixed premises</i>		
Class 3	\$119.00	\$122.00
Class 2	\$142.00	\$146.00
<i>Commercial mobile or temporary premises(Large Scale)-Operating regularly state-wide</i>		
Class 3	\$272.00	\$279.00
Class 2	\$550.00	\$564.00
<i>Commercial mobile or temporary premises - operating regularly State-wide</i>		
Class 3	\$164.00	\$168.00
Class 2	\$272.00	\$279.00
<i>Commercial mobile or temporary premises - operating occasionally, seasonally or equivalent</i>		
Class 3	\$119.00	\$122.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Class 2	\$142.00	\$146.00
<i>Commercial mobile or temporary premises - single event or day registration</i>		
Class 3	\$59.00	\$60.00
Class 2	\$69.00	\$71.00
<i>Community group, sporting club, school or other not for profit - mobile or temporary premises - operating occasionally, seasonally or up to 12 months</i>		
Class 3	\$59.00	\$60.00
Class 2	\$69.00	\$71.00
<i>Community group, sporting club, school or other not for profit - mobile or temporary premises - single event or day registration (festivals)</i>		
Class 2 & 3	\$0.00	\$0.00
Food Act Registration Late Fees		
Registration late fee (Class 1)	\$32.00	\$33.00
Registration late fee (Class 2 and 3)	\$92.00	\$94.00
<i>Transfer of Registration Fees (Food Act)</i>		
Class 1 & 3	\$124.00	\$127.00
Class 2	\$183.00	\$188.00
Plan Approval Fee		
Class 1 & 3	\$124.00	\$127.00
Class 2	\$183.00	\$188.00
<i>Transfer Inspection Report fees (Food Act)</i>		
Class 1 & 3	\$124.00	\$127.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Class 2	\$183.00	\$188.00
Registered Charities		
Class 1,2 & 3	\$0.00	\$0.00
Personal services premises		
Public Health & Wellbeing Act Fee - Personal services premises. Hairdresser & low-risk beauty parlour fee is full amount and is a one-off single payment with no requirement to renew registration annually. For skin penetration, colonic irrigation, higher risk beauty parlour and hairdressers with additional beauty treatments, the initial registration fees decrease on a pro-rata basis by 1/4 every 3 months throughout the annual registration period and must be renewed annually		
Registration Fee	\$147.00	\$151.00
Registration Late Fee	\$61.00	\$63.00
Plan Approval Fee	\$56.00	\$57.00
Transfer of registration fees	\$74.00	\$76.00
Transfer Inspection Report fees	\$74.00	\$76.00
Prescribed accommodation		
<i>Prescribed Accommodation - Residential Accommodation / Rooming House / Youth Hostel / Student Dormitory / Hotel / Motel Registration Fees</i>		
1 - 10 residents	\$207.00	\$212.00
11 - 20 residents	\$388.00	\$398.00
21 - 40 residents	\$578.00	\$592.00
41 - 60 residents	\$944.00	\$968.00
61 - 80 residents	\$1,576.00	\$1,615.00
80+ residents	\$1,946.00	\$1,995.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
<i>Registration Late Fee</i>		
Registration Late Fee	\$62.00	\$64.00
<i>Plan Approval Fee</i>		
Category 1 (1-20 residents)	\$92.00	\$94.00
Category 2 (21-60 residents)	\$124.00	\$127.00
Category 3 (61+ residents)	\$183.00	\$188.00
<i>Transfer of registration fees (Public Health & Wellbeing Act)</i>		
Category 1 (1-20 residents)	\$124.00	\$127.00
Category 2 (21-60 residents)	\$246.00	\$252.00
Category 3 (61+ residents)	\$368.00	\$377.00
<i>Transfer Inspection Report fees (Public Health & Wellbeing Act)</i>		
Category 1 (1-20 residents)	\$124.00	\$127.00
Category 2 (21-60 residents)	\$246.00	\$252.00
Category 3 (61+ residents)	\$368.00	\$377.00

Local laws and animal management

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
<i>Animal Management</i>		
Domestic Animal Business	\$255.00	\$262.00
<i>Dog</i>		

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

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Animal Management		
Significant Trees - permit fee to remove or prune a significant tree on private land.	\$64.00	\$65.60
General Local Laws Permit Fee	\$173.50	\$200.00

Public space

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Events		
Event and promotion application fee	\$85.00	\$88.00
Busking Fee - 6 months 9am - 9pm	\$67.00	\$70.00
Street Stall Permit/Collection	\$60.00	\$62.00
Temporary signage fee - up to 14 days only	\$142.00	\$145.00
Commercial Promotions		
Product Promotions - roving, no structures (per hour)	\$305.00	\$312.00
Product Promotions - with structures or vehicles (per hour) - St Kilda Precinct	\$462.00	\$475.00
Product Promotions - with structures or vehicles (per hour) - Outside St Kilda Precinct	\$360.00	\$370.00
Product Promotions - per day fee for an eight hour day	\$2,700.00	\$2,770.00
Product Promotions - per day fee for an eight hour day package. (Min three days)	\$2,250.00	\$2,306.00
Distributing Promotional Flyers - for Port Phillip businesses (per hour)	\$20.00	\$20.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Distributing Promotional Flyers - for Port Phillip businesses (full day/ 8 hours)	\$100.00	\$100.00
Commercial Event or Promotion - site fee per day		
Unique site (up to 5000 participants)	\$6,165.00	\$6,170.00
Combined use of South Beach Reserve and St Kilda Foreshore (up to 5000 participants)	\$7,300.00	\$7,300.00
Small events	\$270.00	\$280.00
Intermediate events	\$0.00	\$650.00
Medium events	\$1,215.00	\$1,245.00
Large events	\$2,450.00	\$2,515.00
Major event	\$6,165.00	\$6,170.00
High risk/high impact event	\$6,000 - \$25,000	\$6,000 - \$25,000
St Kilda peak season (December - February)	\$6,000 - \$25,000	\$6,000 - \$25,000
Bump in and bump out fee - weekends per day	\$616.00	\$630.00
Bump in and bump out fee - weekdays per day	\$460.00	\$470.00
Refundable Security Bond per site	\$500.00 - \$50,000.00	\$500.00 – \$50,000.00
Refundable Noise Bond	\$0.00	\$5,000.00 – \$20,000.00
On-Road Events		
Combination Events (Reserve and Road use) ; flat fee 0 - 2000 registered participants inclusive	\$10,000.00	\$10,000.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Combination Events (Reserve and Road use) for events with over 2000 registered participants, additional fee per registered participant 2001+	\$5.00	\$5.05
Traffic management costs (per hour)	\$105.00	\$110.00
Parking on Reserve fee		\$95.00
On-Road Only (per participant) - minimum charge 2000 participants	\$1.35	\$1.50
Community Event (single site per day)		
Community Event (single site per day)	10% of event fee	10% of event fee
Markets		
Outdoor Markets (per session)	\$620.00	\$635.00
Grand Prix		
Grand Prix stallholders - 3m x 3m site	\$600.00	\$615.00
Grand Prix stallholders (units sq. m)	\$1.35	\$1.40
Grand Prix roving permits (per user)	\$416.00	\$430.00

Strategic direction: We thrive by harnessing our creativity

Arts, Culture and Heritage

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

Economic development and tourism

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
City Permits – footpath trading		
Occupancy Permits – Tables – to place a table on the footpath (annual cost per item).		
Acland Street	\$79.00	\$79.00
Fitzroy Street	\$79.00	\$79.00
Standard	\$79.00	\$79.00
Discount	\$45.00	\$45.00
Footpath occupancy permits- Chairs – to place a chair on the footpath (annual cost per item).		
Acland Street	\$117.00	\$117.00
Fitzroy Street	\$117.00	\$117.00
Standard	\$117.00	\$117.00
Discount	\$70.00	\$70.00
Footpath occupancy permits- Glass Screens – Tables – to place a table within a glass screen on the footpath (annual cost per item).		
Fitzroy Street	\$106.00	\$106.00
Standard	\$106.00	\$106.00
Discount	\$61.00	\$61.00
Footpath occupancy permits- Glass Screens – Chairs – to place a chair within a glass screen on the footpath (annual cost per item).		
Fitzroy Street	\$158.00	\$158.00
Standard	\$158.00	\$158.00
Discount	\$95.00	\$95.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Footpath occupancy permits- various		
Footpath occupancy permits - Advertising signs 1 per property only	\$314.00	\$314.00
Footpath occupancy permits - Display of goods	\$375.00	\$375.00
Footpath occupancy permits - Planters per premises with outdoor furniture	\$108.00	\$108.00
Footpath occupancy permits - Screens per premises with outdoor furniture	\$191.00	\$191.00
Footpath occupancy permits - Outdoor heaters	\$126.00	\$126.00
Renewal Fee	\$72.00	\$72.00
New Applications Fee	\$120.00	\$120.00
Transfers	\$120.00	\$120.00
Glass Screen Application Fees	\$250.00	\$250.00
Temporary Permits		
Temporary Application Fee	\$68.00	\$68.00
Temp - Marketing & Promotion activity (daily charge) to a max of \$305	\$74.00	\$74.00
Advertising signs application fee	\$68.00	\$68.00
Advertising signs per day (with a max of \$255)	\$40.00	\$40.00
Extended Trading - Outdoor seating		
Extended Trading application fee	\$68.00	\$68.00
Extension of current situation \$10m2 Min of \$200	\$223.00	\$223.00
Marque enclosing outdoor seating \$15m2 Min of \$200	\$223.00	\$223.00
Marque - once off yearly sales \$110/day max \$550	\$119.00	\$119.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Mobile Food Vans		
Mobile Food Vans Permit	\$2,173.00	\$2,173.00
Mobile Food Vehicle Application Fee	\$70.00	\$70.00

Festivals

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
St Kilda Festival		
SKF Road trading (non-alcohol per m2)	\$9.60	\$10.00
SKF Road Trading (with alcohol per m2)	\$25.50	\$26.00
SKF Itinerant Market Stall (high pedestrian zone)	\$315.00	\$322.00
SKF Itinerant Market Stall (regular zone)	\$163.00	\$167.00
SKF All Food Vending Areas (under 15 m2)	\$75.00	\$77.00
SKF All Food Vending Areas (over 15 m2)	\$115.50	\$118.00
SKF Trading Application Fee	\$30.00	\$31.00
St Kilda Film Festival call for entry fee - early bird rate	\$35.00	\$35.00
St Kilda Film Festival call for entry fee - standard rate	\$39.00	\$39.00
St Kilda Festival call for entry fee	\$33.00	\$33.00
Cost Recovery (infrastructure and power hire)	n/a	Cost Recovery

Libraries

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

Markets

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Esplanade market		
Esplanade Market (3 monthly permits) 2.4 metre size site	\$620.00	\$620.00
Esplanade Market (6 monthly permits) 2.4 metre size site	\$1,133.00	\$1,133.00
Esplanade Market (12 monthly permits) 2.4 metre size site	\$2,112.00	\$2,112.00
Esplanade Market (casual permits) 2.4 metre size site	\$77.00	\$77.00
Esplanade Market (3 monthly permits) 3.1 metre size site	\$682.00	\$682.00
Esplanade Market (6 monthly permits) 3.1 metre size site	\$1,246.00	\$1,246.00
Esplanade Market (12 monthly permits) 3.1 metre size site	\$2,323.00	\$2,323.00
Esplanade Market (casual permits) 3.1 metre size site	\$85.00	\$85.00
Administration fee - new stallholders	\$30.00	\$30.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Late fee on invoice payment - permanent stallholders	\$30.00	\$30.00
Late fee on invoice payment - casual stallholders	\$10.00	\$10.00
Ready to eat food - Casual stalls 3m site	\$169.00	\$169.00
Ready to eat food - Casual stalls oversize site	\$231.00	\$231.00
Ready to eat food - Quarterly Permits- for 3 months. (January-March, April-June, July-September, October-December)	\$1,364.00	\$1,364.00
Coffee Vendor - Quarterly Permits- for 3 months. (January-March, April-June, July-September, October-December)	\$956.00	\$956.00
Coffee Vendor - Half yearly Permits- for 6 months (January-June, July-December)	\$1,746.00	\$1,746.00
Coffee Vendor - Annual Permits - for 12 months (July-June)	\$3,255.00	\$3,255.00
Coffee Vendor - Casual Fee	\$115.50	\$115.50

Strategic direction: Our commitment to you

Financial and project management

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Rates		
Land Information Certificates	\$24.80	\$25.40
Urgent Land Information Certificates	\$90.80	\$93.10
Reprint of prior years' Rates notice	\$11.00	\$11.30
Financial management		

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Dishonoured Cheques	\$42.90	\$44.00

Governance and engagement

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
Freedom of Information		
Freedom of Information requests (excluding photocopying charges)	\$27.90	\$27.90
Minor Foreshore and Parks Weddings & Events		
St Kilda Botanical Gardens, Catani Gardens and St Vincent Gardens - Community, Wedding Ceremony, Private Function (1hr permit)	\$400.00 (3hr min)	\$137.00
St Kilda Botanical Gardens, Catani Gardens and St Vincent Gardens - Commercial Function (1hr permit)	\$755.00 (3hr min)	\$258.00
General Gardens (non-heritage) - Community, Wedding Ceremony, Private Function (1hr permit)	\$250.00 (3hr min)	\$86.00
General Gardens (non-heritage) - Commercial Function (1hr permit)	\$665.00 (3hr min)	\$228.00
Additional Structures 3 x 3mt or larger (rides, jumping castles, etc. please allow for additional set up/pack down times)	\$200.00 (3 hr min)	\$205.00
Hall hire		
<i>St Kilda Town Hall – Auditorium Full (incl. kitchen)</i>		
Commercial Mon-Thurs. whole day	\$2,220.00	\$2,276.00
Commercial Fri - Sun whole day	\$4,370.00	\$4,480.00
Community Mon-Thurs. Whole day	\$946.00	\$970.00
Community Fri-Sun whole day	\$1,576.00	\$1,616.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
After Hours Hourly Rate Commercial (before 8am or after 1am)	\$282.00	\$290.00
After Hours Hourly Rate Community (before 8am or after 1am)	\$158.00	\$162.00
<i>Port Melbourne Town Hall – Auditorium (incl. kitchen)</i>		
Commercial Mon-Thurs. whole day	\$1,330.00	\$1,364.00
Commercial Fri - Sun whole day	\$1,670.00	\$1,712.00
Community Mon-Thurs. Whole day	\$568.00	\$583.00
Community Fri-Sun whole day	\$694.00	\$712.00
After Hours Hourly Rate Commercial (before 8am or after 1am)	\$101.00	\$104.00
After Hours Hourly Rate Community (before 8am or after 1am)	\$32.00	\$33.00
<i>South Melbourne Town Hall – Auditorium (incl. kitchen)</i>		
Commercial Mon-Thurs. whole day	\$1,368.00	\$1,403.00
Commercial Fri - Sun whole day	\$1,828.00	\$1,874.00
Community Mon-Thurs. Whole day	\$694.00	\$712.00
Community Fri-Sun whole day	\$820.00	\$841.00
After hours Hourly Rate Commercial (before 8am, after 1am)	\$169.00	\$174.00
After Hours Hourly Rate Community (before 8am, after 1am)	\$95.00	\$98.00
Meeting rooms		
<i>St Kilda Town Hall – Nairn</i>		
Commercial per hour	\$90.00	\$93.00
Community per hour (peak 9am - 5pm Mon-Fri & Weekends)	\$44.00	\$46.00
Community per hour (non-peak)	\$11.50	\$12.00

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
<i>St Kilda Town Hall – Gunuwarra</i>		
Commercial per hour	\$113.00	\$116.00
Community per hour (peak 9am - 5pm Mon-Fri & Weekends)	\$44.00	\$46.00
Community per hour (non-peak)	\$11.50	\$12.00
<i>St Kilda Town Hall – Wominjeka Reception</i>		
Commercial per hour	\$113.00	\$116.00
Community per hour (peak 9am - 5pm Mon-Fri & Weekends)	\$44.00	\$46.00
Community per hour (non-peak)	\$11.50	\$12.00
<i>St Kilda Town Hall – Council Chamber</i>		
Commercial per hour	\$168.00	\$173.00
Community per hour (peak 9am - 5pm Mon-Fri & Weekends)	\$81.00	\$84.00
Community per hour (non-peak)	\$11.50	\$12.00
<i>St Kilda Town Hall – St Kilda</i>		
Commercial per hour	\$90.00	\$93.00
Community per hour (peak 9am - 5pm Mon-Fri & Weekends)	\$44.00	\$46.00
Community per hour (non-peak)	\$11.50	\$12.00
<i>St Kilda Town Hall – Ngargee</i>		
Commercial per hour	\$113.00	\$116.00
Community per hour (peak 9am - 5pm Mon-Fri & Weekends)	\$44.00	\$46.00
Community per hour (non-peak)	\$11.50	\$12.00
<i>St Kilda Town Hall – Yalukit</i>		
Commercial per hour	\$113.00	\$116.00

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

Description	2016/17 Fee (incl. GST)	2017/18 Fee (incl. GST)
<i>Council Chamber</i>		
Commercial per hour	\$168.00	\$173.00
Community per hour (peak 9am - 5pm Mon-Fri & Weekends)	\$81.00	\$84.00
Community per hour (non-peak)	\$11.50	\$12.00
<i>Staff labour</i>		
Duty Officer Fees - (Mon - Thurs.)	\$39.00	\$39.00
Duty Officer Fees - (Fri, Sat & Sun)	\$61.00	\$68.00
Duty Officer Fees - (Public Holidays)	\$78.00	\$83.00
Security Officer Fees - (Mon - Thurs.)	\$46.50	\$48.00
Security Officer Fees - (Fri, Sat, Sun & PH)	\$78.00	\$80.00
Public Liability Fee	\$28.50	\$30.00
Bond - Commercial	\$3,000.00	\$3,075.00
Bond - Community	\$1,000.00	\$1,025.00

Technology, transformation and customer experience

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

Glossary

Term	Definition
Act	Local Government Act 1989
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: (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 show the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works should be prepared in accordance with Regulation 9 of the Local Government (Planning and Reporting) Regulations 2014.
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.

Term	Definition
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	A detailed list of capital works expenditure that will be undertaken during the 2016/17 financial year. Regulation 10 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry forward capital works	Carry forward capital works are those that are incomplete in the current budget year and will be completed in the following budget year.
Council Plan	Means a Council Plan prepared by Council under Section 125 of the Local Government Act 1989. This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework.
Department of Environment, Land, Water and Planning (DELWP)	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP).
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes.
External influences in the preparation of a budget	Matters arising from third party actions over which Council has little or no control e.g. Change in legislation.

Term	Definition
Financial sustainability	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity and borrowings not falling within the definition of cash.
Four way budgeting methodology (Strategic Resource Plan)	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	Non-current property, plant and equipment excluding land.
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal influences in the preparation of the budget	Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Key assumptions	When preparing a balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, Regulations and other laws and statutes which set a Council's governance, planning and reporting requirements.
Local Government Model Financial Report	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.

Term	Definition
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>
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.

Term	Definition
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.
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.

Term	Definition
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
