

Proposed Annual Budget and Strategic Resource Plan 2018/2019



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Message from the Mayor and CEO

Our 2018-19 Annual Budget continues to invest in a vision for a vibrant, diverse and progressive city with a sustainable future as outlined in our Council Plan 2017-21.

We're delivering valued infrastructure projects, programs and services with a \$148.6 million Annual Budget that includes over \$60 million on capital works.

We're proud to deliver a fiscally responsible budget that plans for the long-term and keeps costs down which is one of our continuing objectives.

There are the usual challenges we've had to meet with this budget - the maintenance of aging infrastructure, planning for rapid population growth and maintaining excellence in program and service delivery - all within the 2.25% rate cap imposed by the Victorian Government.

We've prioritised those essential services that focus on building healthy and inclusive communities, quality places and spaces, a connected city that is clean and green and that supports economic prosperity.

Council delivers more than 70 services across the areas of recreation, libraries, maternal and child health, animal management, sustainability, infrastructure, planning and other services. We're spending over \$100 million on maintaining these services that are well-used by the community.

We continue to collect, as required, the Landfill and Fire Services levies and forward these to the State Government.

Some key projects in our Annual Budget include:

- Parks, Open Space and Streetscape's \$8.247 million including the planting of trees in streets, boulevards, and parks across the City
- footpath and cycle ways \$2.1 million
- \$8.227 million to improve Council-owned roads
- retaining the pensioner rebate rate at \$189.55
- \$4.3 million - the Church Street Children's Centre will be redeveloped to increase the number of community based child care and kindergarten places in Footscray
- green street lights \$100,000

Our Long Term Financial Strategy and Plan also takes into consideration coming changes to the regularity of land valuations and the introduction of a new rating system. The Valuer-General will now be the sole authority on land valuations that will take place annually instead of bi-annually. The next general revaluation will be in the 2019/2020 financial year for implementation on 1 July 2019.

It is important to note that property revaluations do not increase the amount of rate revenue raised by Council - it only redistributes who pays the rates.

Council is also expected, in accordance with State Government Legislation, to introduce a new rating system in coming years. This system is called the Capital Improved Value (CIV) rating system and will be applied across all Victorian Local Government Areas. We currently use the Net Annual Value (NAV) rating system, proven to be the most fair for our residents. The CIV is the site value plus any improvements to the land (i.e. structures such as a house/garage etc.). We will keep you informed as to which financial year the new system will be rolled out in our City once the State Government confirms the new requirements for the legislation.

Through this Budget we continue to build on a foundation that is fiscally responsible and shows good governance, creating a future of which we can be proud.



Cr Cuc Lam, Mayor
Stephen Wall, Chief Executive Officer

Executive Summary

Council has prepared a Budget for 2018/2019 which is aligned to the vision in the Council Plan 2017/2021. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This Budget projects a surplus of \$16.01m for 2018/2019 (refer Section 3.1).

Key things we are funding

- ongoing delivery of services to the Maribyrnong City Council community funded by a budget of \$149m. These services are summarised in Section 2.
- continued investment in infrastructure assets (\$28m including carry forward projects) primarily for renewal works. This includes roads (\$14.6m); footpaths and bicycle paths (\$2.8m); drainage (\$0.4m); parks, open space and streetscapes (\$9.2m); and waste management (\$0.35m). The *Statement of capital works* can be found in Section 3.5 and further details on the capital works budget can be found in Sections 4.4 and 6.6.

The rate rise

- The average rate will rise by 2.25% in line with the order by the Minister for Local Government on 19 December 2017 under the Fair Go Rates System.
- Key drivers are
 - to fund ongoing service delivery – business as usual (balanced with greater service demands from residents)
 - to fund renewal of infrastructure and community assets
 - to manage a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by the freezing of grant indexation since 2011

Refer to Section 4.1.1 for further *Rates and charges* details.

Key statistics

Total revenue: \$148.6m (2017/2018F = \$139m)
Total expenditure: \$132.6m (2017/2018F = \$129.5m)
Accounting result: \$16.01m surplus (2017/2018F = \$9.5m)
(Refer *Income Statement* in Section 3.1)

Underlying operating result

Surplus of \$6.1m (2017/2018F = Surplus of \$6.0m)
(Refer *Income Statement* Section 3.1)

(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)

Capital works expenditure

(Refer Statement of Capital Works in Section 3.5)

This is the net funding result after considering the funding requirements for capital work projects from reserve transfers.

Total capital works program of \$61.620m (Capital works 2018-19 \$55.113m and carry forwards \$6.507m)

- \$29.504m from Council operations (2018-19 rates funded)
- \$0 from borrowings
- \$0.400m from asset sales
- \$7.696m from external grants
- \$1.156m from open space reserves
- \$0.090m from contributions
- \$22.774m from cash and reserves

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 6 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

- 1 Linkage to the Council Plan
- 2 Services, initiatives & performance indicators
- 3 Financial statements
- 4 Notes to Financial Statements
- 5 Financial Performance Indicators
- 6 Strategic Resource Plan
- 7 Rating Strategy
- 8 Other Long term Strategy (Includes Borrowing Strategy)

Appendix A – Fees & Charges Schedule

Appendix B – Budget Process

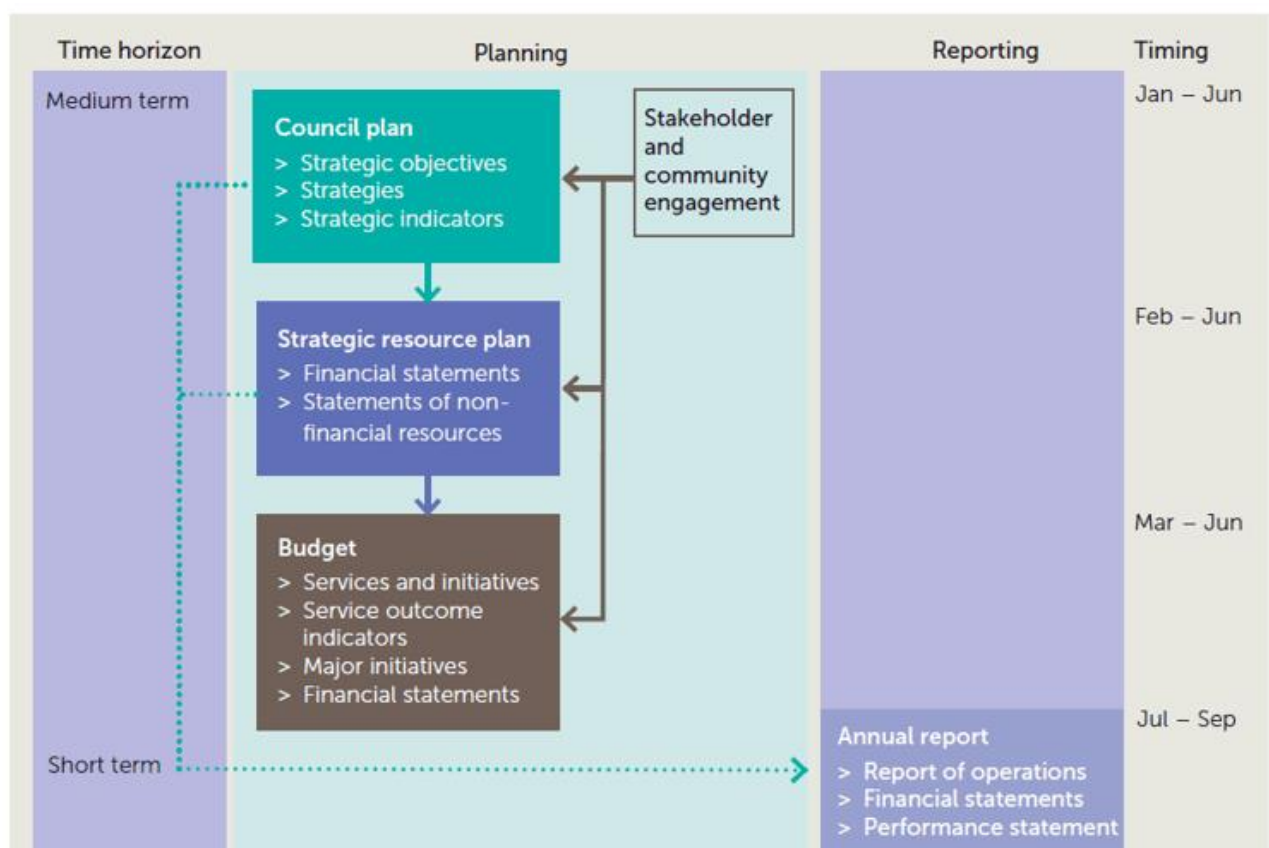
Appendix C- City Infrastructure Plan

1. Linkage to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is generally required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

Our purpose

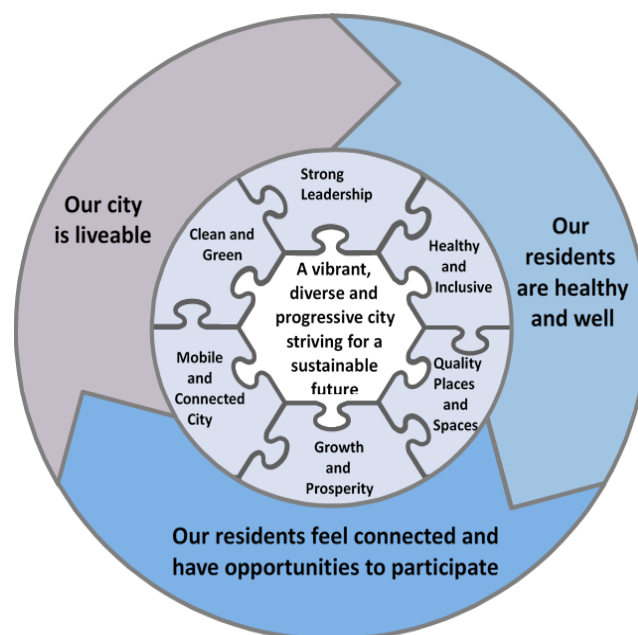
Our vision

A vibrant, diverse and progressive city striving for a sustainable future.

Our wellbeing commitment

Maribyrnong City Council is committed to promoting and protecting the wellbeing of our community across all life stages. We will achieve this through working to create and improve the physical, social, natural, cultural and economic environments that promote health and wellbeing. Council has a vital role to play as leader, partner, advocate and planner in developing and implementing strategies to protect and promote health, now and into the future.

We must focus on the necessary foundations for enhancing wellbeing such as access to appropriate and affordable housing and employment, transport that is accessible, safe and reliable, amenity and social connectedness. Council is committed to social justice and equity for all. We will engage with our most vibrant and diverse community. Everything we do has an impact on Community Wellbeing. The three core wellbeing outcome areas below underpin the Council Plan.









Our values

RESPECT	Inclusiveness, empathy, communication and goodwill
COURAGE	Innovation, considered risk, creativity, problem solving, initiative, accountability and responsibility
INTEGRITY	Honesty, loyalty, ethical behaviour and trustworthiness

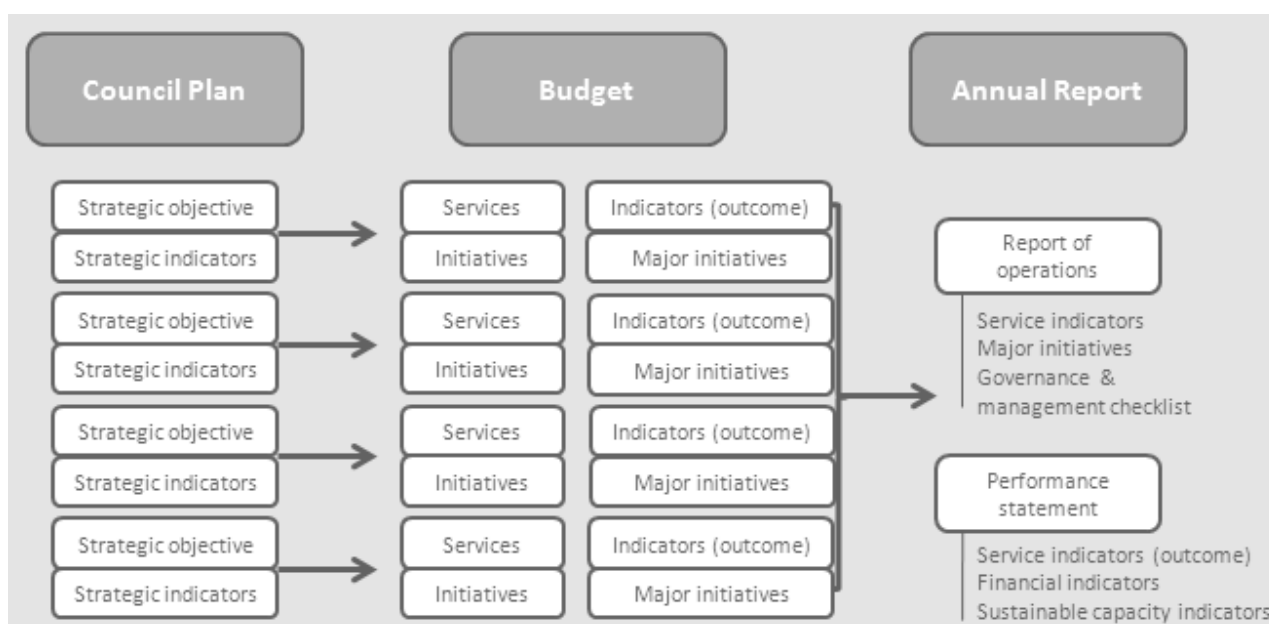
Strategy objectives

Council provides more than 70 services to the community. Each contributes to the achievement of one of the six *Strategic objectives* as set out in the Council Plan for the years 2017-21. The following table lists the six Strategic objectives as described in the Council Plan.

STRATEGIC OBJECTIVES		DESCRIPTION
1. Strong leadership		Council will proactively lead our changing city using strategic foresight, innovation, transparent decision making and well-planned, effective collaboration.
2. Healthy and inclusive communities		Council will provide and advocate for services and facilities that support people's wellbeing, healthy and safe living, and connection to community, cultural engagement and whole of life learning.
3. Quality places and spaces		Council will lead the development of integrated built and natural environments that are well maintained, accessible and respectful of the community and neighbourhoods.
4. Growth and prosperity		Council will support diverse, well-planned neighbourhoods and a strong local economy.
5. Mobile and connected city		Council will plan and advocate for a safe, sustainable and effective transport network and smart innovative city.
6. Clean and green		Council will strive for a clean, healthy city for people to access open spaces, cleaner air and water and respond to climate change challenges.

2. Services, initiatives and performance outcome indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2018/2019 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives and service performance outcome indicators in the Budget and report against them in the Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in the following sections.

2.1 Community Services

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$
OP3	Community Services Management total	Net	402,090	436,624	441,310
OP15	Arts, Community Learning & Libraries total	Net	5,097,289	5,572,893	5,702,412
OP29	Community Services & Social Infrastructure Planning total	Net	3,952,596	4,317,970	4,485,596
OP41	Community Development, Positive Ageing & Inclusion total	Net	2,468,851	2,797,605	2,739,911
OP49	Leisure, Health & Well Being total	Net	1,042,443	1,522,317	1,674,741
OP50	Community Services total	Net	12,963,269	14,647,409	15,043,970

Major Initiatives

MAJOR INITIATIVES	DEPARTMENT	PERFORMANCE INDICATOR	STRATEGY
Develop the Leisure Health and Wellbeing Framework	Leisure Services	Draft Strategic Framework Developed for Council consideration	Deliver sport and recreation programs and capital works that increase capacity, accessibility and wellbeing
Develop the Integrated Child, Family and Youth Strategy 0-25 years	Community Services and Social infrastructure	Strategy completed	Facilitate early years, children, youth and family-focused services for a rapidly growing community
Delivery of the Church Street Early Years Centre	Community Services and Social infrastructure	Complete construction.	Facilitate the renewal and development of contemporary community infrastructure that are multi-purpose and multi-generational
Develop the business case for the Footscray Library, Community and Cultural Hub	Arts Community Learning and Libraries	Considered by Council in Quarter 3	Facilitate the renewal and development of contemporary community infrastructure that are multi-purpose and multi-generational

Service performance outcome indicators

SERVICE	INDICATOR	PERFORMANCE MEASURE	COMPUTATION
Commonwealth Home Support Program and HACC PYP	Participation	Participation in Commonwealth Home Support Program and HACC PYP service (Percentage of the municipal target population who receive a HACC PYP/CHSP service)	[Number of people that received a Commonwealth Home Support Program or HACC PYP service / Municipal target population for HACC PYP/CHSP services] x100
Commonwealth Home Support Program and HACC PYP	Participation	Participation in HACC PYP/CHSP service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC PYP/CHSP service)	[Number of CALD people who receive a HACC PYP/CHSP service / Municipal target population in relation to CALD people for HACC PYP/CHSP services] x1
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
Maternal and Child Health	Participation	Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

Community Services Management

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP1	Community Services Management					
OP2	Community Services Management	Rev	-	-	-	Strong leadership
		Exp	402,090	436,624	441,310	
OP3	Community Services Management total	Net	402,090	436,624	441,310	

The Key Strategic Activities for the Community Services directorate for the 2018/2019 year are:

- invest in the services and infrastructure to support an ongoing program of inter-cultural community leadership development for Maribyrnong - Implement the Intercultural Cities Framework
- plan for the strategic renewal of social infrastructure to support a healthy, activated and engaged community
- develop the Positive Ageing Strategy 2018-2022 to inform the future of an age friendly and inclusive Maribyrnong
- continue to analyse the future provision arrangements for Commonwealth Home Support Services and HACC PYP services to ensure our ageing population remains active at home and supported in their communities
- research the health status of our community and implement preventative programs to support active communities and healthy lifestyles for the future
- undertake a municipal wide leisure community participation assessment
- complete the Leisure Health and Wellbeing Planning Framework to guide direction and priority for the provision of leisure, sport and well-being services
- develop a Capital Works Strategic Resource Plan that improves provision of leisure facilities in line with Council objectives
- work with the government, community and private sector to create safer environments and public places across the City of Maribyrnong
- develop the Maribyrnong Early Years Plan for 2018-28 to deliver high quality infrastructure and programs for our children
- work in partnership with the State Government to plan for the Footscray Learning Precinct, particularly early learning outcomes
- deliver the redevelopment of the Church Street Early Years Integrated Learning Hub
- review the Maribyrnong Strategy for Young People and progress the Maribyrnong Alliance for Young People to deliver coordinated support to young people in Maribyrnong
- develop and deliver the Maribyrnong Arts and Cultural Strategy, Collections Policy and Public Art Policy
- implement the Community Learning and Libraries Strategic Plan and Building Strategy to resource lifelong learning opportunities for Maribyrnong residents into the future
- provide a range of learning and community development activities through Council's Community Centre's and Libraries, Arts and Culture
- progress the concept and feasibility planning for the Footscray Library, Community & Cultural Hub
- progress detailed design for the redevelopment of RecWest West Footscray and for the upgrade and refit of the Maribyrnong Aquatic & Recreation Centre
- develop a municipal wide Indoor Stadium Strategy
- develop a municipal wide Aquatic Strategy and Maribyrnong Aquatic Centre Feasibility Study
- deliver the Active Maribyrnong Program to engage more people into healthy and active lifestyles

Community Development, Positive Ageing & Inclusion

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP30	Community Development, Positive Ageing & Inclusion					
OP31	Community Care	Rev	-3,806,301	-3,696,308	-3,828,734	Healthy & Inclusive Communities
		Exp	4,859,039	4,842,228	4,989,951	
OP32	Community Care total	Net	1,052,738	1,145,920	1,161,217	
OP33	Positive Ageing	Rev	-413,900	-394,956	-391,678	Healthy & Inclusive Communities
		Exp	429,072	433,255	444,783	
OP34	Positive Ageing total	Net	15,172	38,299	53,105	
OP35	Positive Ageing and Inclusion Management & Co-Ord	Rev	-84,804	-81,193	-81,193	Healthy & Inclusive Communities
		Exp	792,991	964,179	813,158	
OP36	Positive Ageing and Inclusion Management & Co-Ord total	Net	708,187	882,986	731,965	
OP37	Community Development	Rev	-	-	-160,000	Healthy & Inclusive Communities
		Exp	487,854	532,371	701,749	
OP38	Community Development total	Net	487,854	532,371	541,749	
OP39	Diversity & Inclusion	Rev	-134,763	-139,976	-139,976	Healthy & Inclusive Communities
		Exp	339,664	338,005	391,851	
OP40	Diversity & Inclusion total	Net	204,900	198,029	251,875	
OP41	Community Development, Positive Ageing & Inclusion total	Net	2,468,851	2,797,605	2,739,911	

The Positive Ageing and Inclusion Department works to support the development of socially and culturally inclusive communities in Maribyrnong. The Department focuses on positive ageing, equity and inclusion, and capacity building to enhance the social engagement and opportunities for positive participation across all life stages and cultural groups in Maribyrnong. The department provides a comprehensive and integrated range of home and community support services to older adults, people with a disability and their carer. The area is divided into four sections:

- Positive Ageing,
- Inclusion and Diversity,
- Community Care Services, and
- Community Development and Participation.

The Positive Ageing team provides a range of support services to enable older residents to continue living in their own homes in the municipality. These services include information, advice and referral, assessment and care planning, delivered meals, and a number of community based social activity options. The team is responsible for the development of the Positive Ageing Strategy.

The Inclusion team delivers the Disability Action Plan to inform our planning for an inclusive and disability friendly civic environment for the future, and will develop an Intercultural Plan for the Municipality to enable greater interaction across the diverse cultures that are the Maribyrnong community. The team supports Council departments to develop and implement these strategies and ensure Council services and processes are inclusive.

The team also delivers on place based community development, working with communities to promote inclusiveness, increased participation, community leadership, and strengthening capacity at the local level. Through the community grants program and support to volunteers this group promotes community driven initiatives to thrive. The Department's work is underpinned by the principles of human rights and social justice and a commitment to wellbeing outcomes.

Community Services & Social Infrastructure Planning

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP16	Community Services & Social Infrastructure Planning					
OP17	Early Years Development & Support	Rev	-230,744	-227,018	-250,949	Healthy & Inclusive Communities
		Exp	883,670	916,308	1,017,232	
OP18	Early Years Development & Support total	Net	652,926	689,290	766,283	
OP19	Maternal & Child Health	Rev	-938,857	-889,212	-875,564	Healthy & Inclusive Communities
		Exp	2,717,383	2,852,123	2,827,921	
OP20	Maternal & Child Health total	Net	1,778,526	1,962,911	1,952,357	
OP21	Youth Services	Rev	-132,229	-134,893	-135,483	Healthy & Inclusive Communities
		Exp	1,025,612	1,138,324	1,142,687	
OP22	Youth Services total	Net	893,383	1,003,431	1,007,204	
OP23	Community & Social Infrastructure Planning Mgmt.	Rev	-	-	-	Healthy & Inclusive Communities
		Exp	276,509	310,459	318,378	
OP24	Community & Social Infrastructure Planning Mgmt. total	Net	276,509	310,459	318,378	
OP25	Community Infrastructure & Social Development	Rev	-	-	-	Healthy & Inclusive Communities
		Exp	178,737	172,296	258,960	
OP26	Community Infrastructure & Social Development total	Net	178,737	172,296	258,960	
OP27	Social Planning and Research	Rev	-	-	-	Healthy & Inclusive Communities
		Exp	172,515	179,583	182,414	
OP28	Social Planning and Research total	Net	172,515	179,583	182,414	
OP29	Community Services & Social Infrastructure Planning total	Net	3,952,596	4,317,970	4,485,596	

The department provides and manages social policy and infrastructure planning, and seeks and negotiates funding for the delivery of a range of family, youth and children's services. This is achieved through strategic planning, partnership facilitation, strategic projects, advocacy, and community engagement. The department also oversees municipal emergency recovery management. The department consists of the following teams: Social Policy and Research, Strategic Projects and Community Infrastructure Planning, Major Projects, Maternal and Child Health, Early Years, Youth Services and Municipal Recovery Management.

The combined work of these teams include:

- evidence based service planning
- development of the Community Services Division – *Community Infrastructure Plan 2018-2038* - to guide social and community infrastructure development for the City
- development of the Maribyrnong Early Years Infrastructure Plan 2018-2038
- the review and development of a current Social Impact Assessment Framework to guide social impact assessment of residential development, and inform future commitments to social and community infrastructure development and service development
- provision of social and community impact assessment for new developments in partnership with City Strategy team
- project management of renewal and new Community Services Division projects: Footscray Learning Precinct, Footscray Library/Community/Cultural Hub, Footscray Early Years Learning Hub, Church Street Children Centre
- evidence based social policy development, advocacy and service planning: social/affordable housing and homelessness, social infrastructure planning, funding and delivery, Human Rights and Social Justice Framework
- research and data: community profile, social atlas, and population forecasts

The Early Years Services, Maternal and Child Health and Immunisation Services and Youth Services teams work to reduce vulnerability and strengthen the wellbeing of children, young people and families through evidence based planning, targeted social infrastructure investment and delivery of services.

The Maternal and Child Health and Immunisation Service has over seven thousand children enrolled in the Service and provide approximately fifteen thousand Maternal and Child Health consultations during the year. The service provides over 350 parent and family support groups.

The Early Years team coordinates the compliance of fifteen Council owned facilities that house early years services as well as planning and developing community infrastructure that is responsive to population changes with a focus on integrated children's hubs. The team resources and supports our local early year's sector to enable high quality service provision at early learning centres and through support services such as playgroups and bi-lingual story times.

The Youth Services team focus on key aspects of young people's wellbeing and healthy development (12 – 25 years). The work has a prevention, early intervention and capacity building as its core business informed by the Maribyrnong Strategy for Young People 2014-2018. Youth Services are the facilitating partner for the Maribyrnong Alliance for Young People consisting of over 20 key organisations, and the Western Youth Arts Network of 170 members. Youth Services manage the Phoenix Youth Centre that has 1,350 bookings per year, and facilitates the delivery of 22 programs annually that support the development and connection of young people to the community.

Arts, Community Learning & Libraries

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP4	Arts, Community Learning & Libraries					
OP5	Arts & Culture	Rev	-41,983	-38,664	-33,664	Healthy & Inclusive Communities
		Exp	634,554	735,604	775,685	
OP6	Arts & Culture total	Net	592,571	696,940	742,021	
OP7	Community Centres Network	Rev	-207,601	-198,664	-244,327	Healthy & Inclusive Communities
		Exp	1,398,850	1,403,083	1,492,348	
OP8	Community Centres Network total	Net	1,191,250	1,204,419	1,248,021	
OP9	Library Services	Rev	-687,340	-693,554	-682,058	Healthy & Inclusive Communities
		Exp	3,946,487	4,288,229	4,313,568	
OP10	Library Services total	Net	3,259,147	3,594,675	3,631,510	
OP11	Neighbourhood Community Centres	Rev	-	-	-	Healthy & Inclusive Communities
		Exp	61,923	76,859	80,860	
OP12	Neighbourhood Community Centres total	Net	61,923	76,859	80,860	
OP13	Occasional Child Centres	Rev	-40,924	-	-	Healthy & Inclusive Communities
		Exp	33,321	-	-	
OP14	Occasional Child Centres total	Net	-7,603	-	-	
OP15	Arts, Community Learning & Libraries total	Net	5,097,289	5,572,893	5,702,412	

The Library Service delivers responsive library services and programs to the Maribyrnong community. Library services and programs actively engage a diverse range of people and afford opportunities to inspire and transform their lives through reading, literacy and knowledge. Five branch libraries provide lending collections, access to information technology, cultural activities, and literacy programs, including digital literacy.

Children's programs and collections focus on childhood literacy, through physical collections and online apps, alongside baby rhyme times, story times, holiday programs and new parents' sessions. Special story times are also held in community languages.

Multicultural services provision is a major focus, with a high percentage of library usage by people of non-English speaking backgrounds. Collections are available in 12 community languages and each year special programs are developed which reflect community diversity. Through its website library users can manage their loans as well as access the library catalogue, digital resources, eBooks, audio books and apps which support digital learning and literacy.

The Community Centres offer a wide range of programs, activities and events with, and for the community and provide affordable space for community groups to meet and conduct their business. The centres are located in Braybrook, Maidstone and Maribyrnong.

The Centres are run with a strong community development framework that encourages empowerment, access and equity, inclusion, advocacy, social justice and community participation.

The Centres deliver programs and activities that respond to issues such as digital literacy and inclusion, supporting disengaged youth, training pathways into employment, community resilience, health and well-being, integration of new arrivals and refugee communities, supporting older Victorians, and community connectedness.

Council supports a network of local neighbourhood houses - Community managed Neighbourhood Houses help communities help themselves by developing and delivering services and programs that specifically respond to the needs of their communities.

In an average week Neighbourhood Houses and Community Centres in the City of Maribyrnong provide opportunities for over 7,650 people.

Neighbourhood Houses contribute significantly to the Council Plan and many strategies and initiatives. Neighbourhood Houses play a vital role in creating local pathways back into learning and employment for people returning to the workforce, possibly from child rearing or an episode of redundancy or unemployment.

The arts act as a source of delight, invention and provocation. They help define us as human beings and shape our view of the world. The Arts and Culture team strive to ensure art is a mechanism for building social cohesion and a vehicle for social justice. Participation in the arts is a source of community wellbeing and a driver of economic vitality. Put simply, our investment in the arts is a catalyst for a better community.

We encourage everyone to participate in the arts by:

- partnering with a range of local arts organizations through annual grant funding or low-cost leases
- promoting exciting and interesting arts programs for everyone to participate in or attend
- commissioning dynamic and engaging projects and programs
- managing the Maribyrnong Arts and Heritage collection including delivering on Public Arts projects
- developing arts and cultural strategies and policies to support the thriving local creative industries

Leisure, Health and Wellbeing

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP42	Leisure, Health & Wellbeing					
OP43	Health and Wellbeing Planning	Rev	-4	-	-	Healthy & Inclusive Communities
		Exp	249,236	492,109	538,787	
OP44	Health and Wellbeing Planning total	Net	249,232	492,109	538,787	
OP45	Maribyrnong Aquatic Centre	Rev	-4,823,622	-5,093,777	-5,152,485	Healthy & Inclusive Communities
		Exp	4,920,029	5,223,273	5,353,594	
OP46	Maribyrnong Aquatic Centre total	Net	96,406	129,496	201,109	
OP47	Recreation Services	Rev	-119,226	-105,362	-101,923	Healthy & Inclusive Communities
		Exp	816,030	1,006,074	1,036,768	
OP48	Recreation Services total	Net	696,804	900,712	934,845	
OP49	Leisure, Health & Well Being total	Net	1,042,443	1,522,317	1,674,741	

The Leisure, Health and Wellbeing Department takes an integrated holistic approach to planning, policies, strategies, capital works delivery, programing and service delivery as it relates to improving the overall health and wellbeing of the Maribyrnong community.

The Service includes three separate business units which include Health and Wellbeing, Recreation Services and Recreation Centres.

The Health and Wellbeing unit

- provides expert advice and support around municipal public health and wellbeing planning based on data, research and evidence within a social determinants of health framework
- monitors and analyses trends and issues (using an evidence base and applying an intersectional lens) to understand community needs, perceptions and expectations
- works with internal and external stakeholders to promote integrated policies, strategies and actions to address priority health and wellbeing issues, including: alcohol and other drugs, community safety and healthy lifestyles
- delivers a number of prevention, intervention and health promotion programs with the view to improving health and wellbeing outcomes of the community, these include sons of the west, active Maribyrnong and a newly developed program daughter of the west which will complement our current program offering

The Recreation Services unit is responsible for achieving Council's sport, leisure and recreation, planning, strategies, facility management, Club development and policies as well as the project management and delivery of a range of capital works. The service provides opportunities for participation in a range of leisure activities from highly structured organised sport to informal social and family activities in Council's many parks, free to public tennis courts, basketball courts, skate parks, bike paths, walking trails. Over 100 community clubs and associations are supported by the Service which sees the municipality host thousands of sporting activities each weekend, this also includes a number of key national and international sporting events held throughout the year.

Our Recreation Centre's - Maribyrnong Aquatic Centre, RecWest Braybrook and Footscray - offer a number of active leisure and recreation spaces designed to address the health and fitness needs by providing a range of health and fitness services and facilities which encourage and support people to live healthier lives and enjoy the benefits of physical activity and social connections.

These facilities provide a range of services and facilities which include water based activities, gymnasiums, high ball multicourt spaces and rehabilitation services and facilities.

These services will be undertaking redevelopment plans for the Aquatic Centre and RecWest Footscray in order to meet the future needs of the Maribyrnong community.

Leisure Services will shortly complete the Municipal Sports Development Strategy, Sports Pavilion Redevelopment Plan and the Sportsground Redevelopment Plan which will provide guidance for the future delivery of sport and recreation over the next ten years in Maribyrnong.

2.2 Corporate Services

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$
OP53	Corporate Services Management total	Net	794,805	746,258	762,691
OP56	Office of CEO total	Net	497,764	463,369	472,788
OP74	Finance total	Net	-95,229,517	-90,670,578	-94,250,098
OP80	Information Technology Services total	Net	4,703,768	5,628,672	5,512,387
OP88	People Culture and Safety total	Net	2,424,114	2,781,829	2,641,891
OP96	Public Affairs and Community Relations total	Net	2,544,962	2,995,204	3,131,188
OP106	Governance and Commercial Services total	Net	2,372,464	2,549,577	2,567,487
OP107	Corporate Services total	Net	-81,891,639	-75,505,669	-79,161,666

Strategic initiatives

NO	DESCRIPTION	LINKAGE TO STRATEGIC OBJECTIVE	AMOUNT
1	Budget Submissions	Strong Leadership	\$70,000
2	Bin enclosures in FBD 3 x \$50k in each enclosure Locations: - Simpson St Carpark (Yarraville), Goods Yard Carpark (Behind Sun Theatre - Yarraville), Footscray CBD. \$100k dependant on the trader's contribution, \$100k from the strategic initiatives budget as Council contribution (trader consultation required).	Clean & Green	\$100,000
3	Implementation of 40 KMPH speed limits	Mobile & Connected City	\$100,000
4	Significant Tree Register - community awareness and Independent Arborist assessments.	Clean & Green	\$80,000
5	Seeking an increase to the community grants program (2017/2018 budget \$170k) to meet growing community needs.	Healthy & Inclusive Communities	\$50,000
6	Proposed increase to parks maintenance to address increased demand for Edgewater Marina, Pipemakers Park & Burndap Park precinct maintenance, additional West Gate Distributor sites.	Quality Places & Spaces	\$160,000
Strategic initiatives total			\$560,000

Service performance outcome indicators

SERVICE	INDICATOR	PERFORMANCE MEASURE	COMPUTATION
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

Corporate Services Management

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP51	Corporate Services Management					
OP52	Corporate Services Management	Rev	-	-7,500	-	Strong Leadership
		Exp	794,805	753,758	762,691	
OP53	Corporate Services Management total	Net	794,805	746,258	762,691	
OP54	Office of CEO					
OP55	Office of CEO	Rev	-241	-	-	Strong Leadership
		Exp	498,005	463,369	472,788	
OP56	Office of CEO total	Net	497,764	463,369	472,788	

Corporate Services strategic direction

The Local Government Act 1989 requires Council to develop a series of strategic documents which include a Council Plan, Strategic Resource Plan and Annual Budget. The Council Plan includes the strategic objectives of the Council and strategies for achieving those objectives over the four year term of the Council. The current Council Plan includes the Strategic Resource Plan (SRP), which outlines the resources required to implement Council's vision and strategies.

The key financial objectives, which underpin the SRP to 2022, are:

- maintain service levels
- achieve a sustainable operating surplus
- achieve a capital works and improvement program which meets the asset renewal needs of the city
- achieve a balanced budget on a cash basis
- build capacity and skills development of council staff

Principles of Sound Financial Management (as contained in the Act) set the framework for Council's SRP, and include:

- 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

Service description

The Corporate Services team provides a broad and diverse range of statutory and non-statutory services that support and enable the operations of the organisation. These services include finance, information technology, governance, property, customer service, commercial services, communications, engagement, advocacy, organisational development and human resources management.

Key influences for the team include:

- increased regulatory and compliance expectations from all levels of Government
- increased community expectations for ongoing communications, engagement and services
- increasing demand for online delivery of services
- introduction of new technology systems
- implementation of legislative changes for governance and financial accountability
- refining and improving procurement and contracting activities to deliver value for money outcome
- embedding effective risk management practices across the Council

- improved organisational resilience to business disruption events
- implementation of service planning and service reviews across the organisation
- new reporting requirements for Local Government as per the revised regulations, including 71 performance indicators
- implement prudent financial management and explore new revenue streams, and
- continuous improvement in organisational performance

Governance and Commercial Services

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP97	Governance and Commercial Services					
OP98	Contracts & Procurement	Rev	-3	-	-	Strong Leadership
		Exp	480,349	554,364	581,755	
OP99	Contracts & Procurement total	Net	480,346	554,364	581,755	
OP100	Property Management	Rev	-698,017	-3,751,018	-356,000	Strong Leadership
		Exp	414,742	4,215,591	583,607	
OP101	Property Management total	Net	-283,275	464,573	227,607	
OP102	Risk Management	Rev	-3,594	-	-	Healthy & Inclusive Communities
		Exp	849,268	912,102	958,807	
OP103	Risk Management total	Net	845,674	912,102	958,807	
OP104	Governance	Rev	-162,743	-140,439	-500	Strong Leadership
		Exp	1,492,461	758,977	799,818	
OP105	Governance total	Net	1,329,718	618,538	799,318	
OP106	Governance and Commercial Services total	Net	2,372,464	2,549,577	2,567,487	

The Governance and Commercial Services Department is comprised of three teams:

- Governance,
- Property Management and
- Risk Management and Strategic Procurement.

The Department is responsible for the delivery of policies, systems, processes and practices to support Council's governance, property management, and procurement and risk management functions.

This is achieved through:

- providing expert and timely advice regarding the management of Council properties and property related decisions with internal and external stakeholders including service managers of Council properties.
- delivering a well-managed Council decision making cycle
- developing, maintaining and implementing the statutory requirements and corporate governance policies and procedures of the Council to ensure accountability, transparency, legislative compliance and alignment with strategic direction
- providing constructive and timely advice on contracting and procurement issues with the aim of increasing the organisation's capacity and capability to deliver value for money outcomes in accordance with the Local Government Act 1989 and Council's Procurement Policy
- exploring opportunities for improved collaborative contracting and procurement practices and strategies with the Councils of inner Melbourne and the western region
- embedding effective and sound risk management practices as an integral part of Council's

business processes to minimise and prevent injury and loss to the community

Public Affairs and Community Relations

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP89	Public Affairs and Community Relations					
OP90	Communications and Engagement	Rev	0	-77,000	-117,000	Strong Leadership
		Exp	450,124	554,018	624,611	
OP91	Communications and Engagement total	Net	450,124	477,018	507,611	
OP92	Customer Service	Rev	0	-971	-	Strong Leadership
		Exp	1,362,780	1,518,674	1,425,371	
OP93	Customer Service total	Net	1,362,780	1,517,703	1,425,371	
OP94	Media & Communications	Rev	-	-	-	Strong Leadership
		Exp	732,058	1,000,483	1,198,206	
OP95	Media & Communications total	Net	732,058	1,000,483	1,198,206	
OP96	Public Affairs and Community Relations total	Net	2,544,962	2,995,204	3,131,188	

In the broadest terms, the Public Affairs and Community Relations Department works to build the profile and reputation of Maribyrnong and its authentic strengths as a vibrant, inner-city locale. The Department has three teams.

The Media and Communications team is responsible for corporate communications about Maribyrnong City Council and promotion of the city as a great place to live, visit, work or study. The remit of team also includes social media and online services as an area of growing emphasis for Council.

The Community Engagement team has coverage for developing and delivering community engagement programs across council.

The Customer Service team is responsible for frontline customer service and for handling all customer queries through the call centre or online.

Key responsibilities of the department include:

- customer service
- media
- corporate communications
- internal communications
- advertising
- online and social media
- citizenship ceremonies and civic events
- stakeholder relations
- community engagement
- advocacy
- funding and grants
- issues management

Finance

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP57	Finance					
OP58	Debt Servicing	Rev	-	-	-	Strong Leadership
		Exp	143,822	-	-	
OP59	Debt Servicing total	Net	143,822	-	-	
OP60	Financial Accounting	Rev	-5,106,872	-2,305,768	-3,495,964	Strong Leadership
		Exp	911,182	1,009,479	1,053,815	
OP61	Financial Accounting total	Net	-4,195,690	-1,296,289	-2,442,149	
OP62	Funding Management	Rev	-1,602	-	-	Strong Leadership
		Exp	-537,377	4,538,117	5,496,292	
OP63	Funding Management total	Net	-538,980	4,538,117	5,496,292	
OP64	Management Accounting	Rev	-	-	-	Strong Leadership
		Exp	-	401,176	392,429	
OP65	Management Accounting total	Net	-	401,176	392,429	
OP66	Management Finance	Rev	-319	-	-	Strong Leadership
		Exp	855,238	433,481	681,539	
OP67	Management Finance total	Net	854,919	433,481	681,539	
OP68	Payroll	Rev	-	-	-	Strong Leadership
		Exp	314,191	305,763	313,232	
OP69	Payroll total	Net	314,191	305,763	313,232	
OP70	Rates	Rev	-92,784,658	-96,305,216	-99,936,899	Strong Leadership
		Exp	4	2	-	
OP71	Rates total	Net	-92,784,654	-96,305,214	-99,936,899	
OP72	Revenue & Valuations	Rev	-611,069	-216,891	-227,478	Strong Leadership
		Exp	1,587,944	1,469,279	1,472,936	
OP73	Revenue & Valuations total	Net	976,875	1,252,388	1,245,458	
OP74	Finance total	Net	-95,229,517	-90,670,578	-94,250,098	

The Finance team is responsible for the delivery of the following services:

- purchasing
- management accounting (budget and performance management)
- payroll
- revenue services
- debtors
- valuations

Financial accounting is responsible for:

- preparation of the annual financial statements
- key components of these statements are the endorsement of the principal accounting officer, compliance with Australian Accounting Standards, the Local Government Act 1989 and the audit by the Victorian Auditor General
- accounts payable for the payment of invoices etc.
- purchasing for the ordering of goods and services
- management of investments within projected cash flow needs
- goods & services (GST) and fringe benefits (FBT) requirements of the Australian Taxation Office (ATO)
- collection of council sundry debtor amounts due

Management accounting is responsible for:

- assisting the development of the long term financial strategy & long term financial plan
- preparation of council's annual budget, inclusive of the strategic resource plan
- management reporting function for council's financial performance
- assisting the organisation in the management of their budgets
- payroll function

The Revenue Services team is responsible for:

- raising and collecting general property rates
- maintaining and updating property database
- issuing of rate notices and ensuring collection of general rates and other charges owing
- promptly attending to ratepayer enquiries and responding in a timely matter as required by Council
- property valuations for the purpose of raising rates, in accordance with the Valuation of Land Act to meet Valuer-General's requirements for biennial revaluations
- processing of formal objections and to raise and issue supplementary valuations as required

Asset accounting is responsible for:

- Capital Value Register
- monitoring and reporting on project delivery
- transferring of completed projects from work in progress into the Capital Value Register
- updating council asset revaluations and provision for year-end reporting

People Culture and Safety

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP81	Organisational Development					
OP82	Corporate Planning and Performance	Rev	-5,000	-	-	Strong Leadership
		Exp	542,538	974,058	1,021,792	
OP83	Corporate Planning and Performance total	Net	537,538	974,058	1,021,792	
OP84	Human Resource	Rev	-	-	-	Strong Leadership
		Exp	1,411,398	1,305,974	1,115,847	
OP85	Human Resource total	Net	1,411,398	1,305,974	1,115,847	
OP86	Occupational Health & Safety	Rev	-11,139	-12,185	-	Strong Leadership
		Exp	486,318	513,982	504,252	
OP87	Occupational Health & Safety total	Net	475,179	501,797	504,252	
OP88	Organisational Development total	Net	2,424,114	2,781,829	2,641,891	

Our core purpose as a department is to provide strategic foresight and guidance that improves organisational performance and lifts the capability, health and wellbeing of our stakeholders. This is done through services and programs that monitor and improve performance, nurture and develop leadership and foster a culture of continuous improvement.

In 2018/19 the Department will be focussed on improving service planning, delivering some key organisational strategic initiatives including introducing a People and Workplace Strategy, continuous improvement, improved and accountable performance reporting and targeted

leadership development programs that will increase leaders' capability to enhance employee engagement and service improvements that meets our community needs.

Negotiations will commence in March 2019 on developing a new Enterprise Agreement to replace the existing Agreement that will nominally expires on 30 June, 2019.

There will also be further development of the Early Intervention Program to focus on high risk work tasks and injury prevention.

Information Technology Services

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP75	Information Technology Services					
OP76	Information Management	Rev	-	-	-400	Strong Leadership
		Exp	521,412	611,044	668,519	
OP77	Information Management total	Net	521,412	611,044	668,119	
OP78	Information Technology Services	Rev	-	-1,164	-	Strong Leadership
		Exp	4,182,356	5,018,792	4,844,268	
OP79	Information Technology Services total	Net	4,182,356	5,017,628	4,844,268	
OP80	Information Technology Services total	Net	4,703,768	5,628,672	5,512,387	

The Information Technology Services team sits within the Corporate Services directorate with a clear focus on adding value to the organisation's business units and providing excellent customer service. The Information Technology Services team has responsibility for activities that fall within the Information and Communications Technology Services including Telecommunications and Information Management.

Key responsibilities include:

- ITS strategic planning
- desktop services and support
- network infrastructure administration
- fixed and mobile voice and data management and support
- procurement of hardware, software and telephony
- geographic (spatial) information systems management
- business systems support, analysis, development and implementation
- general IT support and training
- knowledge and information management
- central records management
- records archiving and destruction management
- internal mail distribution

Ensuring a consultative approach we aim to establish and maintain best practice processes and oversee the maintenance of quality services and systems by ensuring availability and capacity. Through the provision of operational and strategic advice, the Information Technology Services team develops and implements related policies and procedures to meet business needs and enhance performance by supporting the achievement of the Organisation's business objectives.

2.3 Infrastructure Services

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$
OP120	Infrastructure Services Management total	Net	432,220	718,141	484,111
OP144	Strategic Asset Management total	Net	7,649,539	9,259,624	9,219,364
OP117	Engineering Services total	Net	775,513	890,100	1,123,357
OP130	Operations & Maintenance total	Net	18,449,273	20,229,588	20,409,155
OP134	Projects Office total	Net	978,089	885,055	617,662
OP145	Infrastructure Services total	Net	28,284,634	31,982,508	31,853,649

Major initiatives

MAJOR INITIATIVES	DEPARTMENT	PERFORMANCE INDICATOR	STRATEGY
Sustainable increase in Councils waste diversion rate.	Strategic Asset Management	Kerbside waste diversion improved from 34%	Educate the community on environmental issues and best practice in waste management
Implement solar panels on priority buildings.	Strategic Asset Management	Produce annual compliance statement	Progress Zero Carbon Maribyrnong
Continue to work with the state government and Transurban on the West Gate Tunnel Project to optimise community benefits.	Infrastructure Services	Advocacy plan prepared to secure further investment for community benefit from West Gate tunnel project	Support the development of sustainable transport options to reduce truck traffic and pollution.
To update Council Cycle Strategy with an active transport focus	Engineering Services	Present to Council in Quarter 4	Create a connected, pedestrian and bicycle friendly city

Service performance outcome indicators

SERVICE	INDICATOR	PERFORMANCE MEASURE	COMPUTATION
Waste Collection	Waste Diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads

Infrastructure Services Management

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP118	Infrastructure Services Management					
OP119	Infrastructure Services	Rev	-186,000	-	-125,000	Strong Leadership
		Exp	618,220	718,141	609,111	
OP120	Infrastructure Services Management Total	Net	432,220	718,141	484,111	

Infrastructure Services is responsible for strategic planning, development and maintenance of Council's physical assets. This includes assets such as local roads, paths, drains, laneways and buildings.

It is also responsible for transport planning, parking management, traffic engineering, public lighting and operations, waste and cleansing services, maintenance of parks and gardens, fleet management and environmental sustainability.

Areas of responsibility:

- Strategic Asset Management
- Engineering Services
- Operations & maintenance
- Project Office

Infrastructure Services strategic direction

- continue to develop policies, systems and strategies relating to the management of Council's assets and infrastructure, including the delivery of the Capital Works and Improvement Program and initiatives that enhance and improve community amenity and service delivery
- continue the development and implementation of the integrated, risk based divisional management system that aligns to our community service needs and affordability
- continue to implement a condition based assets monitoring program and develop long term capital renewal and maintenance programs for council owned assets
- provide responsive and high quality operations and maintenance services to the community
- ensure that effective and sustainable project management principles are applied to the planning and delivery of the capital projects and asset renewal programs
- maintain effective engagement with service delivery teams to identify emerging community needs in a timely manner as to inform on future infrastructure needs and available service delivery models
- promote and support programs and initiatives that enable the effective and efficient delivery of Councils strategic objectives
- plan for and manage an effective transport and parking system for the City
- advocate for new and upgraded state transport infrastructure, reduce impacts of truck traffic on residents and improve public transport throughout the City

Service description

Infrastructure Services Directorate consists of four key divisions that combined enable the effective and efficient delivery of Infrastructure services in a sustainable and responsive manner to meet current and future community needs. This is achieved by implementing an effective integrated infrastructure management planning process including, buildings, roads, footpaths, cycle paths, parks and open space, trees, drains, transportation planning, traffic engineering, parking management, waste management and environmental services.

The Directorate is also responsible for the provision of cleansing services, recycling services, 'At Call' hard and user pays green waste service, public lighting, major project delivery and contaminated land management across the municipality.

Service trends and influences

Our population is rapidly expanding, creating further demands on existing infrastructure and with greater community expectation for additional new quality assets to create, manage and maintain. Our Council also faces the ongoing challenge of an ageing infrastructure that requires maintenance and replacement where appropriate. Through our Council's City Infrastructure Plan and 20 year Renewal Program we can provide a balanced distribution of available funds to the needs of various community needs for asset categories based on competing priorities.

Funding sources have been identified and optimised for Councils various asset classes to meet the service needs for capital and renewal funding and also progressively reduce the current asset backlog (poor condition assets) over the next 20 years or more.

Council is constantly reviewing its maintenance and renewal programs to ensure its resources are directed to address community concerns and priorities, such as cleanliness, dumped rubbish, graffiti and greening of the city.

Key strategic activities

The key strategic activities for the 2018/2019 year are:

- implementation of Council's roads, drainage, footpath buildings, open space and major capital works and improvement programs within available budgets
- improving the general appearance and amenity of the city
- ongoing implementation of the asset management improvement plans
- ongoing implementation of the Maribyrnong Integrated Transport Strategy, Maribyrnong Strategic Bicycle Plan, Safe Travel Plan, Waste Minimisation Strategy and Zero Carbon Plan
- road safety and traffic management initiatives and programs
- effective management of contaminated land and proactive monitoring and testing of Council land
- optimising efficiencies in waste management activities, including improved recycling rates
- ongoing compliance with the electrical line clearance regulations for tree vegetation and road maintenance under the Road Management Plan
- continuing to Green the city with additional tree planting and maintenance and implementation of the Urban Tree Renewal Plan
- project management of major building, road, parks and open space and public realm projects

Strategic initiatives

The adopted actions and initiatives have been developed to enable the Directorate to address resident and ratepayer and specific statutory compliance requirements and to enable strategic planning, capital works and service enhancements to occur.

Key issues and activities planned for 2018/2019 are:

- develop affordable 4 year Capital Investment Program and 4 year Renewal Program
- complete the implementation of the Project Management Framework
- implement detailed Infrastructure Service Levels
- expand public place recycling program
- review funding requirements for parks and gardens maintenance subject to agreed service levels
- review funding for removal of graffiti from Council and private property

- maintain current Council's 20 year City Infrastructure Program
- continued adoption and monitoring of Best Value Reviews of service provision
- review funding requirements for the roads and building refurbishment works subject to agreed service levels
- review and update strategies for waste reduction in line with Council's waste minimisation strategy
- develop and implement an effective and efficient Land Contamination Strategies and register, maintain contamination investigations, testing and remediation where required
- continued focus on adopting cyclical planned maintenance programs in the Operations and Maintenance teams.
- develop the Fleet Management Plan including review of the Fleet Policy
- implement actions in Council's Zero Carbon Strategy, including ongoing energy saving initiatives in Council buildings and facilities

Strategic Asset Management

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP135	Strategic Asset Management					
OP136	Asset Management	Rev	-2,319,284	-2,372,355	-2,372,355	Quality Places & Spaces
		Exp	2,500,799	2,513,674	2,581,533	
OP137	Asset Management total	Net	181,515	141,319	209,178	
OP138	Environmental Services	Rev	-18,353	-1,699	-	Clean & Green; Quality Places & Spaces; Healthy Communities; Strong Leadership
		Exp	1,987,506	2,697,897	2,910,878	
OP139	Environmental Services total	Net	1,969,154	2,696,198	2,910,878	
OP140	Infrastructure Systems	Rev	-	-	-	Strong Leadership
		Exp	134,124	128,646	129,516	
OP141	Infrastructure Systems total	Net	134,124	128,646	129,516	
OP142	Waste Management	Rev	-405,420	-363,000	-358,733	Clean & Green
		Exp	5,770,167	6,656,461	6,328,525	
OP143	Waste Management total	Net	5,364,747	6,293,461	5,969,792	
OP144	Strategic Asset Management total	Net	7,649,539	9,259,624	9,219,364	

The team is responsible for asset management, waste management, and environmental sustainability and infrastructure systems.

Due to China's decision to prevent any further contaminated recyclables entering the Country and impact on Victorian Local Government recycling industry the \$358,733 revenue derived from sales of recyclables with Visy are now questionable and also the potential for a new gate fee that can have up to \$500,000 negative impact on Councils financial position. If these two financial impacts are realised next financial year an application for support to State Government will be made.

Asset Management

- custodian of the Council's civil asset and property portfolio data contained in Civica and Intramaps
- custodian of the CAPEX and Renewal Models used to align with Council's Long Term Financial Plan
- responsible for the production of the Council's Capital and Renewal Programs in consultation with asset, service, maintenance managers and other stakeholders
- provision of advice on asset management strategies, capital works and renewal to the Project Management Oversight Committee, Executive Management Team and other key stakeholders
- responsible for the delivery of the life cycle functions of Council's light fleet and heavy plant and equipment. This includes Statutory Compliance and Governance
- responsible for ongoing monitoring and reporting on the Council's Policy , Strategies, business processes and asset systems that support the ongoing delivery of best practice asset management

Environmental Services

- develops and implements policies and initiatives which enhance environmental performance of Council operations and maintain its 'Zero Carbon' status
- develops and implements policies and initiatives which help achieve Council aspirations for a 'Zero Carbon' community
- policy development and implementation in the areas of energy efficiency, waste management, water conservation, and storm water management and environmental sustainability
- responsible for the management of contaminated land to provide safe community environments. This involves investigations of Council sites and where deemed appropriate site contamination management plans are developed and site remediation undertaken as required
- ongoing community education and engagement around environmental sustainability, waste management and energy efficiency through regular events, workshops and community programs

Waste Management

Maintain our Waste Management Services at a high level as to meet community needs for:

- kerb side waste management
- user pay – green bin services
- at call hard waste services
- bin replacement, maintenance and condition services
- review of waste management plans for effectiveness
- illegally dumped waste services
- waste recovery and recycling services
- continued improvements in service response and customer satisfaction rating
- continued improvements in contract management and customer request management systems to provide effective and efficient response to residents' complaints and enquiries
- production of our waste management manual including measurable and reportable key performance indicators (KPI's) and agreed service levels
- ongoing monitoring of our governance framework and risk mitigation strategies

Infrastructure Systems

- supports the development of business processes and information systems to enable delivery of infrastructure services

Engineering Services

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP108	Engineering Services					
OP109	Civil Design and Drainage	Rev	-304,088	-312,000	-292,000	Quality Places & Spaces; Mobile and Connected City
		Exp	279,625	235,631	280,856	
OP110	Civil Design and Drainage total	Net	-24,462	-76,369	-11,144	
OP111	Development	Rev	-55,823	-20,000	-20,000	Quality Places & Spaces
		Exp	115,873	119,575	122,535	
OP112	Development total	Net	60,050	99,575	102,535	
OP113	Engineering Services	Rev	-	-	-	Quality Places & Spaces
		Exp	371,815	462,623	548,619	
OP114	Engineering Services total	Net	371,815	462,623	548,619	
OP115	Transport Team	Rev	-4,689	-2,000	-5,500	Mobile and Connected City
		Exp	372,800	406,271	488,847	
OP116	Transport Team total	Net	368,110	404,271	483,347	
OP117	Engineering Services total	Net	775,513	890,100	1,123,357	

The Engineering Services department's purpose is to provide civil design, planning and management of Council's roads, drainage, transport, traffic and parking assets and services, in an effective and efficient manner ensuring the best outcome for our community.

It is also focusing on and contributing towards major strategic transport projects and issues facing the City, such as:

- the West Gate Tunnel
- the development of the Defence Site
- the Joseph Road Precinct Public Realm design

The Civil Design and Drainage team plans and designs capital works projects for roads, drainage, laneways, car parks and footpaths with a view to maximising asset condition within the available resources.

The Transport team is responsible for the planning, design and implementation of the transport improvement program and parking management across the City. The team will continue working with external stakeholders on transport planning and management for the City and the inner western region. The team will also continue to provide technical, traffic, parking, public lighting and transport advice in the development of key projects.

The Development section manages developer planning and subdivision proposals and oversees major new subdivision construction activities in relation to infrastructure.

Operations and Maintenance

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP121	Operations & Maintenance					
		Rev	-513,539	-394,887	-350,182	Quality Places & Spaces; Mobile and Connected City; Clean & Green
OP122	Civil Works & Amenity	Exp	9,010,748	9,432,146	9,452,651	
OP123	Civil Works & Amenity total	Net	8,497,208	9,037,259	9,102,469	
		Rev	-4,012	-4,633	-	Quality Places & Spaces
OP124	Facility Management	Exp	2,530,915	2,469,914	2,574,588	
OP125	Facility Management total	Net	2,526,903	2,465,281	2,574,588	
		Rev	-64,568	-82,907	-49,000	Quality Places & Spaces; Clean & Green
OP126	Parks and Open Space	Exp	6,246,736	7,428,861	7,200,864	
OP127	Parks and Open Space total	Net	6,182,168	7,345,954	7,151,864	
		Rev	-11,125	-51,633	-45,800	Clean & Green
OP128	Works Centre Operations Management	Exp	1,254,120	1,432,727	1,626,034	
OP129	Works Centre Operations Management total	Net	1,242,995	1,381,094	1,580,234	
OP130	Operations & Maintenance total	Net	18,449,273	20,229,588	20,409,155	

The role of the Operations and Maintenance teams focus primarily on providing efficient and effective planned and reactive maintenance services to the city's built and natural assets.

The service includes:

- the provision of maintenance to:
- buildings
- public lighting, toilets and street furniture
- parks and gardens including sports grounds and median strips, roads and footpaths, drainage and carparks
- reinstatements, road opening and street protection permits; and asset protection
- cleansing
- tree planting and maintenance

In all areas, the priority is on implementing efficient and effective cyclic service plans and enabling a responsive service for customer requests.

Compliance requirement includes meeting Council's Road Management Plan, Electrical Line Clearance Regulations and Australian Standards for playground inspections. A key focus of all teams within the department is to improve the condition and amenity of the city.

Project Office

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP131	Projects Office					
		Rev	-	-	-	Quality Places & Spaces; Mobile and Connected City
OP132	Project Management	Exp	978,089	885,055	617,662	
OP133	Project Management total	Net	978,089	885,055	617,662	
OP134	Projects Office total	Net	978,089	885,055	617,662	

The Project Office is responsible for the delivery of building, civil and open space capital works.

Building capital works (minor and major)

Manages Council's building portfolio including capital works planning and delivery, in consultation with building maintenance services, services managers and other key stakeholders. Through strategic review, policy development and life-cycle planning, the team will optimize the ongoing viability and effectiveness of buildings to the needs of Council and the community.

The team is responsible for the effective and efficient planning, coordination and delivery of Council's major capital projects within the municipality including major complex, technically challenging and unique capital projects of high significance and value.

Civil Infrastructure capital works

Responsible for project management and construction supervision of civil infrastructure capital works projects including road, drainage, footpath, bridges, right of ways, car parks, bike paths and retaining walls.

Open Space and Special Projects capital works

Provision of project management services including planning advice and delivery of various complexity capital projects including open space and parks, streetscapes, urban design frameworks and river trail projects.

2.4 Planning SERVICES

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$
OP163	Planning Services Management total	Net	718,266	771,026	779,822
OP151	City Business total	Net	1,808,935	2,083,328	1,994,430
OP157	City Design total	Net	1,081,007	1,111,263	1,244,433
OP160	City Strategy total	Net	837,883	1,001,372	1,942,471
OP175	Regulatory Services total	Net	-2,985,737	-2,872,848	-4,126,865
OP178	Urban Planning total	Net	537,855	824,012	925,756
OP179	Planning Services Total	Net	1,998,209	2,918,153	2,760,047

Major initiatives

MAJOR INITIATIVES	DEPARTMENT	PERFORMANCE INDICATOR	STRATEGY
Develop a Significant Tree Register by 30 June 2019	City Design	Tree Register developed in readiness for presentation to Council in Quarter 4	Deliver an urban forest strategy and a sustainable urban tree population
Implement the strategic directions of the revised Housing Strategy	City Strategy	Implement a planning scheme amendment to facilitate policy direction of the Housing Strategy	Plan for a diverse, high quality and affordable housing in appropriate locations that responds to community growth and needs
Develop the Stony Creek Linear park connections (West Footscray to Tottenham linkages) masterplan	City Design	Present to Council in Quarter 4	Plan and deliver a diverse range of open space in natural and urban environments
Investigate and prepare draft Development Contribution Plan for the City	City Strategy	Draft Development Contribution Plan prepared and presented to Council in Quarter 4	Plan for a diverse, high quality and affordable housing in appropriate locations that responds to community growth and needs
Quarry Park Masterplan Stage 2 including mountain bike track	City Design	Stage 2 grading complete and Mountain Bike Track completed in Quarter 4	Plan and deliver a diverse range of open space in natural and urban environments
In partnership with Victoria University implement Footscray University Town business plan including a Smart City Initiative	City Business	2018/19 Annual actions implemented and reported to Council by Quarter 4	Support the business community and actively promote the city for business

Service performance outcome indicators

SERVICE	INDICATOR	PERFORMANCE MEASURE	COMPUTATION
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year /less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non- compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

Planning Services Management

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP161	Planning Services Management					
OP162	Planning Services Management	Rev	-	-	-	Strong Leadership
		Exp	718,266	771,026	779,822	
OP163	Planning Services Management Total	Net	718,266	771,026	779,822	

Service description

Planning Services delivers city wide strategic planning, including economic development, architecture, urban design, open space, land use, regulatory services (including building, environmental health, local laws, animal management, and parking), statutory planning functions and heritage.

Service trends and influences

The team provides a range of services to manage the City's economic, social and environmental expectations including:

- land uses are changing bringing new economic and livability opportunities
- resident population is growing and their needs are changing
- densification and increasing community expectations are increasing at varying rates across the city

Land use changes

- increase in more dense residential and mixed use developments with intensive transformation of Footscray and Highpoint
- a major increase in the creative industries and knowledge economy

Population growth/demographic change

The City's population is expected to increase from 78,982 (2013 forecast) to approximately 132,600 (20,000 new households) by 2031. The City will accommodate significant housing development and population growth on several strategic redevelopment sites including Footscray, Highpoint, and Maribyrnong.

City Business

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP146	City Business					
OP147	City Business	Rev	-11,128	-5,855	-5,325	Growth & Prosperity
		Exp	765,048	894,553	843,485	
OP148	City Business total	Net	753,920	888,698	838,160	
OP149	Activation & Festivals	Rev	-49,647	-58,636	-37,040	Healthy & Inclusive Communities
		Exp	1,104,661	1,253,266	1,193,310	
OP150	Activation & Festivals total	Net	1,055,014	1,194,630	1,156,270	
OP151	City Business total	Net	1,808,935	2,083,328	1,994,430	

City Business works to activate and foster economic prosperity for the city. This includes delivery of the Festival City program; providing support for the business community and fostering positive relations between Council and businesses; provision of training, networking and mentoring events for the business community; promotion of the City for business investment and job growth; and promoting tourism and visitation across the city.

The team co-ordinates delivery of the Footscray University Town, Smart Cities and IMAP projects across Council and the development of the Footscray Council carpark portfolio. The team has strong links with the State Department of Economic Development, Jobs, Transport and Resources and other agencies involved in the delivery of local economic outcomes.

City Design

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP152	City Design					
OP153	City Design	Rev	-	-	-75,000	Quality Places & Spaces
		Exp	585,672	579,350	733,074	
OP154	City Design total	Net	585,672	579,350	658,074	
OP155	Open Space	Rev	-8,750	-	-	Quality Places & Spaces
		Exp	504,085	531,913	586,359	
OP156	Open Space total	Net	495,335	531,913	586,359	
OP157	City Design total	Net	1,081,007	1,111,263	1,244,433	

City Design is responsible for the urban design and open space planning functions of Council. It is primarily involved in the delivery of quality public environments including streets, urban and open spaces. With a focus on design excellence and City making projects, the service is driven to provide appealing, sustainable and functional environments that improves the liveability of the City. The team will build on the City's design excellence objectives through quality urban design outcomes for all public spaces. The team provides architectural and urban design advice on major development proposals across the city. The team will continue to advocate for quality design outcomes from development activity and major infrastructure projects.

In 2018/2019, the team will focus on the implementation of the Maribyrnong Open Space Strategy through the forward planning of major park upgrades and identifying new open space opportunities. Major projects will include the implementation of the Quarry Park Masterplan, Footscray Park Masterplan, and River Edge Masterplan.

City Strategy

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP158	City Strategy					
OP159	City Strategy	Rev	-5,328	-18,349	-328,349	Quality Places & Spaces
		Exp	843,211	1,019,721	2,270,820	
OP160	City Strategy Total	Net	837,883	1,001,372	1,942,471	

City Strategy leads strategic direction for the city and land use and development planning with a particular focus on managing the Maribyrnong Planning Scheme, planning neighbourhood and urban planning policy implementation.

In 2018/19 City Strategy will lead the implementation of the Housing Strategy to provide direction for future housing outcomes in the city. City Strategy working with Victorian Planning Authority and Department of Defence will develop a vision and key directions to facilitate the planning of the Defence Site Maribyrnong, and comprehensive city wide development.

Regulatory Services

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP164	Regulatory Services					
OP165	Building Control	Rev	-676,941	-842,155	-776,155	Healthy & Inclusive Communities
		Exp	820,228	1,017,798	904,519	
OP166	Building Control total	Net	143,287	175,643	128,364	
OP167	Compliance Regulatory Services	Rev	-311	-	-	Mobile and Connected City
		Exp	1,998,939	2,055,238	2,104,064	
OP168	Compliance Regulatory Services total	Net	1,998,628	2,055,238	2,104,064	
OP169	Emergency Management	Rev	-27,273	-27,000	-42,815	Healthy & Inclusive Communities
		Exp	213,195	229,735	262,010	
OP170	Emergency Management total	Net	185,922	202,735	219,195	
OP171	Environmental Health	Rev	-918,712	-936,457	-789,173	Healthy & Inclusive Communities
		Exp	1,059,044	1,172,489	1,174,862	
OP172	Environmental Health total	Net	140,332	236,032	385,689	
OP173	Parking & Local Laws	Rev	-13,708,833	-14,136,320	-15,937,431	Healthy & Inclusive Communities
		Exp	8,254,927	8,593,824	8,973,254	
OP174	Parking & Local Laws total	Net	-5,453,906	-5,542,496	-6,964,177	
OP175	Regulatory Services total	Net	-2,985,737	-2,872,848	-4,126,865	

Regulatory Services provides management and enforcement specific to Parking, Local Laws, Environmental Health and Building Services. Management of Councils resilience and response to Emergency Management is included.

In addition the Environment Health Unit ensures the community is safe from the risk of food contamination and manages the compliance of Rooming Houses. Building Services team provide information on properties within the City and focuses on Building sites ensuring compliance with the Building Act and Regulations. Emergency Management ensuring Council meets its statutory Emergency Management obligations and the compliance team dealing with administration of enforcement processes.

The Parking team has responsibility for ensuring compliance and equitable use of parking spaces in Footscray, Yarraville, Highpoint, key business centres and areas such as the university, hospital and riverside precincts. This includes managing Council's paid parking system and monitoring of the parking sensor technology. Officers conduct more than 24,000 parking patrol hours annually (including after-hours, week days and weekends).

Local Laws covers the amenity and good order of the local environment including the safety children at school crossings and school precincts throughout the city. The Local Laws team is responsible for investigating in excess of 3,000 complaints annually, ranging from litter enforcement, to unsightly properties as well as monitoring all permits issued under the General Purpose Local Laws 2015.

Animal Management Officers are responsible for the management of more than 9,000 registered pets within the Municipality, whilst dealing with complaints ranging from barking dogs, feral cats and illegal animals such as restricted breed dogs and roosters and the impounding stray dogs and cats. Investigation of Dog attacks are high priority incidents, with 50-60 cases a year involving, investigation and prosecution of offenders.

Building Services team is tasked to ensure the health, safety and amenity of buildings throughout the Municipality is maintained. A major administration role is:

- to respond to property information requests generally resulting from property sales as well as provision of archive information
- providing advice and information to the community and industry bodies on regulatory requirements around building sites
- an effective and efficient building permit service with a focus on community safety and compliance with Council's statutory building control responsibilities

Essential Safety Measure Inspections and response to complaints of unsafe building sites or properties will continue as a primary role of Building Services staff.

Environmental Health provides a diverse range of public health services to protect and promote community wellbeing.

The core services are:

- registration, monitoring and enforcement of standards in food and health businesses.
- investigation and resolution of nuisances, environmental issues, public health issues and infectious disease incidents/outbreaks
- monitoring and enforcement of tobacco laws at retail shops, food businesses, public venues and workplaces including the sale of tobacco to young person's and newly introduced legislation banning the smoking around playgrounds, pools and events for young persons and food businesses

Regulatory Services is responsible for Emergency Management ensuring Council meets its statutory obligations to the Municipal Emergency Management Plan and its implementation to ensure resilience, community support, preparedness, response, relief and recovery in emergency situations.

The Compliance team responsibilities include all administrative support for the operational teams including the processing of infringements and reminder notices for unpaid infringements, conducting reviews of appeals against notices, preparation of Court documents and issuing a range of permits (resident, disabled, street furniture etc.).

Urban Planning

CL REF.	SERVICE DELIVERY		2016/17 ACTUAL \$	2017/18 FORECAST \$	2018/19 BUDGET \$	LINKAGE TO STRATEGIC OBJECTIVE
OP176	Urban Planning					
OP177	Urban Planning	Rev	-1,642,053	-1,599,661	-1,480,000	Growth & Prosperity; Quality Places & Spaces
		Exp	2,179,908	2,423,673	2,405,756	
OP178	Urban Planning total	Net	537,855	824,012	925,756	

Urban Planning manages in excess of 800 planning applications and aims to determine planning decisions within 60 days.

The department places all advertised applications on Council website and has progressed to a paperless independent office.

There is an ongoing role in managing significant growth and facilitating major redevelopment projects within the city. The city is undergoing rapid gentrification, major changes in resident expectations and accommodating metropolitan Melbourne's growth, particularly in Footscray CAA and Highpoint Activity Centre.

The team also ensures the requirements of the Maribyrnong Planning Scheme and planning permits are being enforced through inspections, responding to complaints and where necessary enforcement to achieve compliance. Over 500 investigations on alleged breached are undertaken. The team will continue to improve its customer service focus by reviewing its consultation methods and timeframes in the decision making process.

2.5 Performance statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2017/2018 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 4) and sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in Section 2 will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.6 Reconciliation with budgeted operating result

SERVICE DELIVERY	BUDGET 2018/19 INCOME \$	BUDGET 2018/19 EXPENDITURE \$	BUDGET 2018/19 NET \$
Community Services	-12,078,034	27,122,004	15,043,970
* Corporate Services (Excl Rate & Charges)	-4,197,342	24,412,575	20,215,233
Infrastructure Services	-3,618,570	35,472,219	31,853,649
Planning Services	-19,471,288	22,231,335	2,760,047
Strategic Initiatives	0	560,000	560,000
Rate & Charges	-99,936,899	0	-99,936,899
Total Maribyrnong City Council - Operating	-139,302,133	109,798,133	-29,504,000
Capital Works Program	-32,116,000	61,620,000	29,504,000
Balanced Budget	-171,418,133	171,418,133	0
Income & Expenditure reduced by Internal Charges	1,964,355	-1,964,355	0
Expenses added in:			
Carry forward Income spent		56,000	56,000
Depreciation		17,971,000	17,971,000
Expenses reduced by:			
Transfer to Reserve		-4,272,965	-4,272,965
Capitalised Expenditure transfer to Assets		-50,541,000	-50,541,000
Income added in:			
Open Space Reserve contribution expected to receive in 18/19	-3,152,700		-3,152,700
Income reduced by: (funding sources from reserves)			
Major Projects & Other Reserves	22,774,000		22,774,000
Open Space Reserve	1,156,000		1,156,000
Balance as per Income Statement	-148,676,478	132,666,813	-16,009,665

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2018/2019 has been supplemented with projections to 2021/22 and forms part of the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014:

- 3.1 Comprehensive income statement
- 3.2 Balance sheet
- 3.3 Statement of changes in equity
- 3.4 Statement of cash flows
- 3.5 Statement of capital works
- 3.6 Statement of human resources

3.1 Comprehensive income statement for the four years ending 30 June 2022

		FORECAST ACTUAL	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS		
	NOTES	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Income						
Rates and charges	4.1.1	96,305	99,937	103,172	107,061	111,101
Statutory fees and fines	4.1.2	14,481	14,784	15,436	16,250	16,738
User fees	4.1.3	10,669	11,909	12,832	13,281	13,742
Grants - Operating	4.1.4	6,829	8,383	5,669	5,897	6,131
Grants - Capital	4.1.4	1,078	7,696	17,817	17,646	21,546
Contributions - monetary	4.1.5	3,161	3,243	5,058	5,774	6,412
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		3,832	480	480	480	480
Fair value adjustments for investment property		-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures		-	-	-	-	-
Other income	4.1.6	2,591	2,244	2,095	2,128	1,932
Total income		138,946	148,676	162,559	168,517	178,082
Expenses						
Employee costs	4.1.7	54,896	57,500	55,318	57,645	60,260
Materials and services	4.1.8	53,082	53,214	55,014	53,740	54,324
Depreciation and amortisation	4.1.9	17,241	17,971	19,418	21,746	22,581
Bad and doubtful debts		2,527	2,412	2,553	2,695	2,842
Borrowing costs		-	-	500	752	715
Other expenses	4.1.10	1,722	1,568	981	1,420	1,077
Total expenses		129,468	132,665	133,784	137,998	141,799
Surplus/(deficit) for the year		9,478	16,011	28,775	30,519	36,283
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods (detail as appropriate)		-	-	-	-	-

Total comprehensive result	9,478	16,011	28,775	30,519	36,283
Less:					
Grants - Capital (non-recurrent)	296	6,650	16,771	16,600	20,500
Contributions - cash	3,161	3,243	5,058	5,774	6,412
Contributions - non-monetary assets	-	-	-	-	-
	3,457	9,893	21,829	22,374	26,912
Adjusted underlying result *	6,021	6,118	6,946	8,145	9,371

3.2 Balance sheet for the four years ending 30 June 2022

		FORECAST ACTUAL	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS		
	NOTES	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Assets						
Current assets						
Cash and cash equivalents	4.2.1(a)	13,009	13,301	15,604	16,595	19,295
Trade and other receivables		9,488	9,841	10,268	10,731	11,090
Other financial assets		54,000	40,000	38,000	28,000	28,000
Inventories		8	8	8	8	8
Non-current assets classified as held for sale		-	-	-	-	-
Other assets		1,642	1,680	1,718	1,757	1,796
Total current assets		78,147	64,830	65,598	57,091	60,189
Non-current assets						
Trade and other receivables		179	198	218	240	264
Other financial assets		-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries		-	-	-	-	-
Property, infrastructure, plant & equipment	4.2.1(b)	1,086,565	1,119,134	1,157,280	1,202,032	1,233,347
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
Total non-current assets		1,086,744	1,119,332	1,157,498	1,202,272	1,233,611
Total assets		1,164,891	1,184,162	1,223,096	1,259,363	1,293,800
Liabilities						
Current liabilities						
Trade and other payables		10,361	12,743	13,938	14,784	12,998
Trust funds and deposits		3,092	3,092	3,092	3,092	3,092
Provisions		14,080	14,889	14,356	14,924	15,562
Interest-bearing liabilities	4.2.2	-	-	710	746	784

Total current liabilities	27,533	30,724	32,096	33,546	32,436
Non-current liabilities					
Provisions	1,000	1,069	1,029	1,073	1,121
Interest-bearing liabilities	4.2.2 -	-	8,827	13,081	12,297
Total non-current liabilities	1,000	1,069	9,856	14,154	13,418
Total liabilities	28,533	31,793	41,952	47,700	45,854
Net assets	1,136,358	1,152,369	1,181,144	1,211,663	1,247,946
Equity					
Accumulated surplus	348,817	381,387	409,996	450,458	482,519
Reserves	4.3.1 787,541	770,982	771,148	761,205	765,427
Total equity	1,136,358	1,152,369	1,181,144	1,211,663	1,247,946

3.3 Statement of changes in equity for the four years ending 30 June 2022

	NOTES	TOTAL	ACCUMULATED SURPLUS	REVALUATION RESERVE	OTHER RESERVES
		\$'000	\$'000	\$'000	\$'000
2018 Forecast Actual					
Balance at beginning of the financial year		1,126,880	338,416	743,293	45,171
Surplus/(deficit) for the year		9,478	9,478	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(19,031)	-	19,031
Transfers from other reserves		-	19,954	-	(19,954)
Balance at end of the financial year		1,136,358	348,817	743,293	44,248
2019 Budget					
Balance at beginning of the financial year		1,136,358	348,817	743,293	44,248
Surplus/(deficit) for the year		16,011	16,011	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	(7,426)	-	7,426
Transfers from other reserves	4.3.1	-	23,985	-	(23,985)
Balance at end of the financial year	4.3.2	1,152,369	381,387	743,293	27,689
2020 SRP					
Balance at beginning of the financial year		1,152,369	381,387	743,293	27,689
Surplus/(deficit) for the year		28,775	28,775	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(8,858)	-	8,858
Transfers from other reserves		-	8,692	-	(8,692)
Balance at end of the financial year		1,181,144	409,996	743,293	27,855
2021 SRP					
Balance at beginning of the financial year		1,181,144	409,996	743,293	27,855
Surplus/(deficit) for the year		30,519	30,519	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(8,756)	-	8,756
Transfers from other reserves		-	18,699	-	(18,699)
Balance at end of the financial year		1,211,663	450,458	743,293	17,912
2022 SRP					
Balance at beginning of the financial year		1,211,663	450,458	743,293	17,912
Surplus/(deficit) for the year		36,283	36,283	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(8,396)	-	8,396
Transfers from other reserves		-	4,174	-	(4,174)
Balance at end of the financial year		1,247,946	482,519	743,293	22,134

3.4 Statement of cash flows for the four years ending 30 June 2022

	FORECAST ACTUAL	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS		
	2017/18 \$'000 INFLOWS NOTES (OUTFLOWS)	2018/19 \$'000 INFLOWS (OUTFLOWS)	2019/20 \$'000 INFLOWS (OUTFLOWS)	2020/21 \$'000 INFLOWS (OUTFLOWS)	2021/22 \$'000 INFLOWS (OUTFLOWS)
Cash flows from operating activities					
Rates and charges	96,147	99,784	103,032	106,895	110,927
Statutory fees and fines	14,400	14,681	15,214	15,973	16,572
User fees	11,691	12,948	13,991	14,529	15,033
Grants - operating	6,829	8,383	5,669	5,897	6,131
Grants - capital	1,078	7,696	17,817	17,646	21,546
Contributions - monetary	3,161	3,243	5,058	5,774	6,412
Interest received	1,600	1,216	958	961	735
Dividends received	-	-	-	-	-
Trust funds and deposits taken	2,369	2,459	2,551	2,648	2,748
Other receipts	991	1,028	1,137	1,167	1,197
Net GST refund / payment	4,977	4,130	4,218	4,046	4,058
Employee costs	(54,202)	(56,622)	(55,891)	(57,034)	(59,574)
Materials and services	(63,628)	(60,929)	(62,819)	(61,986)	(62,517)
Trust funds and deposits repaid	(2,369)	(2,459)	(2,551)	(2,648)	(2,748)
Other payments	(1,722)	(1,568)	(982)	(1,419)	(1,077)
Net cash provided by/(used in) operating activities	21,322	33,990	47,402	52,449	59,443
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(29,892)	(48,178)	(56,618)	(65,476)	(55,763)
Proceeds from sale of property, infrastructure, plant and equipment	3,832	480	480	480	480
Payments for investments	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Proceeds from sale of investments	2,000	16,000	4,000	12,000	2,000
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
Net cash provided by/(used in) investing activities	(26,060)	(33,698)	(54,138)	(54,996)	(55,283)
Cash flows from financing activities					
Finance costs	-	-	(500)	(752)	(715)

	FORECAST ACTUAL	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS		
	2017/18 \$'000 INFLOWS NOTES (OUTFLOWS)	2018/19 \$'000 INFLOWS (OUTFLOWS)	2019/20 \$'000 INFLOWS (OUTFLOWS)	2020/21 \$'000 INFLOWS (OUTFLOWS)	2021/22 \$'000 INFLOWS (OUTFLOWS)
Proceeds from borrowings	-	-	10,000	5,000	-
Repayment of borrowings	-	-	(463)	(710)	(746)
Net cash provided by/(used in) financing activities	-	-	9,037	3,538	(1,461)
Net increase/(decrease) in cash & cash equivalents	(4,738)	292	2,301	991	2,699
Cash and cash equivalents at the beginning of the financial year	17,747	13,009	13,301	15,602	16,593
Cash and cash equivalents at the end of the financial year	13,009	13,301	15,602	16,593	19,292

3.5 Statement of capital works for the four years ending 30 June 2022

	FORECAST ACTUAL	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS		
NOTES	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Property					
Land	680	2,214	3,700	4,100	1,500
Land improvements	-	-	-	-	-
Total land	680	2,214	3,700	4,100	1,500
Buildings	9,278	27,784	22,847	37,064	28,505
Heritage buildings	100	-	-	-	-
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
Total buildings	9,378	27,784	22,847	37,064	28,505
Total property	10,058	29,998	26,547	41,164	30,005
Plant and equipment					
Heritage plant and equipment		-			
Plant, machinery and equipment	1,730	1,200	991	862	819
Fixtures, fittings and furniture	-	-	-	-	-
Computers and telecommunications	1,433	1,360	1,429	1,208	1,185
Library books	850	967	848	773	748
Total plant and equipment	4,013	3,527	3,268	2,843	2,752
Infrastructure					
Roads	11,403	14,649	21,126	13,791	13,167
Bridges	286	30	324	28	323
Footpaths and cycle ways	3,104	2,878	1,175	960	902
Drainage	471	400	2,501	2,299	2,085
Recreational, leisure and community facilities	-	-	59	49	49
Waste management	350	350	-	-	-
Parks, open space and streetscapes	7,599	9,223	13,123	12,734	10,728
Aerodromes	-	-	-	-	-
Off street car parks	392	485	794	881	1,242
Other infrastructure	1,017	80	391	470	117
Total infrastructure	24,622	28,095	39,494	31,212	28,613
Total capital works expenditure	38,693	61,620	69,308	75,219	61,369
Represented by:					
New asset expenditure	10,450	30,782	36,352	39,453	32,189
Asset renewal expenditure	24,421	24,346	23,684	22,214	21,841
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	3,822	6,492	9,272	13,552	7,339
Total capital works expenditure	38,693	61,620	69,308	75,219	61,369
Funding sources represented by:					
Grants	1,078	7,696	17,817	17,646	21,546
Other Income	55				
Contributions		90	1,050	1,700	2,270
Asset Sales	200	400	400	400	400
Open Space Reserve	2,738	1,156	5,000	4,550	2,000
Major Projects & Other reserves	14,072	22,774	3,692	14,148	2,174
Borrowings	-	-	10,000	5,000	-
Council Cash	20,550	29,504	31,349	31,775	32,979
Total capital works expenditure	4.5.1 38,693	61,620	69,308	75,219	61,369

3.6 Statement of human resources for the four years ending 30 June 2022

	FORECAST ACTUAL	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Staff expenditure					
Employee costs - operating	54,896	57,500	55,318	57,645	60,260
Employee costs - capital	1,169	1,667	1,713	1,760	1,808
Total staff expenditure	56,065	59,167	57,031	59,405	62,068
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	552.8	559.1	509.3	509.3	509.3
Total staff numbers	552.8	559.1	509.3	509.3	509.3

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

DEPARTMENT	BUDGET 2018/19 \$'000	COMPRISES			
		PERMANENT		CASUAL	TEMPORARY
		FULL TIME \$'000	PART TIME \$'000	\$'000	\$'000
Community Services	21,432	8,191	9,041	1,176	3,024
Corporate Services	10,449	8,647	1,373	169	260
Infrastructure Services	11,127	10,225	616	41	245
Planning Services	11,720	9,748	1,751	35	186
	-	-	-	-	-
Total permanent staff expenditure	54,728	36,811	12,781	1,421	3,715
Other expenditure	2,772				
Capitalised labour costs	1,667				
Total expenditure	59,167				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

DEPARTMENT	BUDGET 2018/19	COMPRISES			
		PERMANENT Full Time	Part time	CASUAL	TEMPORARY
Community Services	227.43	77.00	102.12	12.04	36.28
Corporate Services	90.65	71.00	14.76	1.69	3.20
Infrastructure Services	117.50	107.70	6.30	-	3.50
Planning Services	107.10	86.00	18.91	-	2.20
Total permanent staff expenditure	542.68	341.70	42.09	13.73	45.18
Other expenditure					
Capitalised labour costs	16.38				
Total staff	559.06				

4. Notes to financial statements

This section presents detailed information on material components of the financial statements.

4.1 Comprehensive Income Statement

4.1.1. Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2018/2019 the FGRS cap has been set at 2.25%. 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 community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.25% in line with the rate cap.

This will raise total rates and charges for 2018/19 to \$98.346m.

4.1.1(a)

The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE	
			\$'000	%
General rates*	94,772	98,346	3,574	3.77%
Municipal charge*	-	-	-	-
Waste management charge - Additional Bins	887	897	10	1.16%
Abandoned Rates	(105)	(40)	65	-61.79%
Council Pensioner Discount	(778)	(796)	(18)	2.25%
Supplementary rates and rate adjustments	1,000	1,000	-	0.00%
Interest on rates and charges	350	350	-	0.00%
Rates Legal Costs Recovered	180	180	-	0.00%
Total rates and charges	96,305	99,937	3,632	3.77%

*These items are subject to the rate cap established under the FGRS. The difference between the rate cap of 2.25% and 3.7% is due to the annualised impact of supplementary rates raised in 2017/18.

4.1.1(b)

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	2017/2018 CENTS/\$NAV	2018/2019 CENTS/\$NAV	Change %
General rate for rateable residential properties	6.582197	5.611608	-14.746%
General rate for rateable commercial properties	6.582197	5.611608	-14.746%
General rate for rateable industrial properties	6.582197	5.611608	-14.746%

4.1.1 (c)

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

TYPE OR CLASS OF LAND	2017/2018 \$	2018/2019 \$	CHANGE %
Residential	72,204,285	76,804,617	6.4%
Commercial	14,620,080	14,368,533	-1.7%
Industrial	7,947,539	7,172,720	-9.7%
Total amount to be raised by general rates	\$94,771,904	\$98,345,870	3.7%

4.1.1 (d)

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

TYPE OR CLASS OF LAND	2017/2018	2018/2019	CHANGE %
Residential	35,988	36,615	1.7%
Commercial	2,453	2,495	1.7%
Industrial	1,154	1,188	2.9%
Total number of assessments	39,595	40,298	1.8%

4.1.1 (e)

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

4.1.1 (f)

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

TYPE OR CLASS OF LAND	2017/2018 CIV\$	2018/2019 CIV \$	CHANGE %
Residential	21,922,439,000	27,262,501,600	24.4%
Commercial	3,634,888,000	4,565,258,000	25.6%
Industrial	1,622,623,752	1,731,652,502	6.7%
Total value of land	27,179,950,752	33,559,412,102	23.47%

TYPE OR CLASS OF LAND	2017/2018 NAV\$	2018/2019 NAV \$	CHANGE %
Residential	1,096,963,300	1,368,673,880	24.77%
Commercial	222,115,500	256,050,175	15.28%
Industrial	120,742,952	127,819,327	5.86%
Total value of land	\$1,439,821,752	\$1,752,543,382	21.72%

4.1.1. (g)

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

TYPE OF CHARGE	PER RATEABLE PROPERTY 2017/2018 \$	PER RATEABLE PROPERTY 2018/2019 \$	PERCENTAGE CHANGE
Municipal	NIL	NIL	0.00%

4.1.1. (h)

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

TYPE OF CHARGE	2017/2018 \$	2018/2019 \$	PERCENTAGE CHANGE
Municipal	NIL	NIL	0.00%

4.1.1. (i)

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 2017/2018 \$	PER RATEABLE PROPERTY 2018/2019 \$	PERCENTAGE CHANGE
Service	NIL	NIL	0.00%

4.1.1. (j)

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

TYPE OF CHARGE	2017/2018 \$	2018/2019 \$	PERCENTAGE CHANGE
Service	NIL	NIL	0.00%

4.1.1 (k)

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

TYPE OF CHARGE	2017/2018 \$	2018/2019 \$	CHANGE %
Rates and charges	94,771,904	98,345,870	3.7%

Please note: The difference between the rate cap of 2.25% and 3.7% is due to the annualised impact of supplementary rates raised in 2017/18.

4.1.1(l)

Fair Go Rates System Compliance

Maribyrnong City Council is fully compliant with the State Government's Fair Go Rates System.

	2017/18	2018/19
Total Rates	\$94,771,904	\$98,345,870
Number of rateable properties	39,595	40,298
Base Average Rate	\$2,386.76	\$2,440.47
Maximum Rate Increase (set by the State Government)	2.00%	2.25%
Capped Average Rate	\$2,393.53	\$2,440.47
Maximum General Rates and Municipal Charges Revenue	\$94,771,904	\$98,345,870
Budgeted General Rates and Municipal Charges Revenue	\$94,771,904	\$98,345,870

4.1.1. (m)

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 (2018/19: estimated \$1,000,000 and 2017/18: \$1,000,000)
- the variation of returned levels of value (e.g. valuation appeals)
- changes in use of land such that ratable land becomes non-ratable land and vice versa
- changes in use of land such that residential land becomes business land and vice versa

4.1.1(n)

Differential rates

We have no differential rates.

4.1.2 Statutory fees and fines

	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE	
			\$'000	%
Infringements and costs	8,980	9,010	30	0.33%
Court recoveries	2,351	2,454	103	4.38%
Magistrate Court Payments	200	200	-	0.00%
Town planning fees	1,250	1,170	(80)	-6.40%
Land information Certificates	74	85	11	14.86%
Permits	1,484	1,743	259	17.45%
Other Statutory fees	142	122	(20)	-14.08%
Total statutory fees and fines	14,481	14,784	303	2.09%

4.1.3 User fees

	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE	
			\$'000	%
Aged and health services	682	739	57	8.36%
Leisure centre and recreation	5,115	5,139	24	0.47%
Child care/children's programs	79	79	-	0.00%
Parking	1,959	3,109	1,150	58.70%
Registration and other permits	430	430	-	0.00%
Building services	602	576	(26)	-4.32%
Waste management services	363	359	(4)	-1.10%
Other fees and charges	1,439	1,478	39	2.71%
Total user fees	10,669	11,909	1,240	11.62%

4.1.4 Grants – Operating

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	3,098	3,189	91	2.94%
State funded grants	4,732	12,773	8,041	169.93%
Other grants	77	117	40	51.95%
Total grants received	7,907	16,079	8,172	103.35%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Maidstone Community Centre	5	5	-	0.00%
Maribyrnong Community Centre	5	5	-	0.00%
Immunisation - Clinical Delivery	16	16	-	0.00%
Food Services	196	271	75	38.27%
Assistance With Care & Housing For Aged	72	72	-	0.00%
Aged & Diversity Management & Co-Ord	66	66	-	0.00%
Senior Citizens' Centres / Older Persons Activities	18	18	-	0.00%
Day Program	125	125	-	0.00%
Aged Community Transport	43	43	-	0.00%
HACC Planned Activity Group	45	45	-	0.00%
Commonwealth Respite For Carers	105	105	-	0.00%
Home Care General	1,056	1,056	-	0.00%
HACC Property Maintenance	81	81	-	0.00%
Assessment & Care Management	219	219	-	0.00%
HACC Respite	4	4	-	0.00%
Homecare - Personal Care	453	453	-	0.00%
HACC Property Modification	54	54	-	0.00%
		-		
Recurrent - State Government		-		
Environmental Health	5	6	1	20.00%
School Crossings	215	214	(1)	-0.47%
Community Learning & Libraries	573	573	-	0.00%

	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE \$'000 %	
Partnerships and Projects	118	120	2	1.69%
Supported Playgroup Parenting Initiative	88	110	22	25.00%
Maternal Clinical	682	682	-	0.00%
Immunisation - Clinical Delivery	55	55	-	0.00%
Enhanced Home Visiting Service	135	122	(13)	-9.63%
Youth Program - Freeza	24	24	-	0.00%
Safer Community L2P	48	48	-	0.00%
Senior Citizens Centres / Older Persons Activities	3	3	-	0.00%
HACC Respite	101	101	-	0.00%
Metro Access	128	128	-	0.00%
Community Harmony - Brimbank	12	12	-	0.00%
Maribyrnong Interfaith Network				
Maidstone Community Centre	2	1	(1)	-50.00%
Maribyrnong Community Centre	2	1	(1)	-50.00%
Food Services	93	93	-	0.00%
Aged & Diversity Management & Co-ord	16	16	-	0.00%
Senior Citizens Centres / Older Persons Activities	6	4	(2)	-33.33%
Aged Community Transport	9	9	-	0.00%
HAAC Planned Activity Group	1	1	-	0.00%
Home Care General	151	151	-	0.00%
HACC Property Maintenance	16	16	-	0.00%
Assessment & Care Management	90	90	-	0.00%
HACC Respite	355	355	-	0.00%
Homecare - Personal Care	98	98	-	0.00%
VGC Victorian Grants Commission General Purpose	1,163	2,279	1,116	95.96%
Total recurrent grants	6,752	7,950	1,198	17.74%
Non-recurrent - Commonwealth Government				
State Emergency Service	-	16	16	100.00%
		-		
Non-recurrent - State Government				
City Strategy	-	300	300	100.00%
		-		
Non-recurrent - Other				
Community Engagement	77	117	40	51.95%
Total non-recurrent grants	77	433	356	462.34%
Total operating grants	6,829	8,383	1,554	22.76%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	536	536	-	0.00%
	-	-		
Recurrent - State Government				
Road Improvement Program	246	510	264	107.32%
Total recurrent grants	782	1,046	264	33.76%
Non-recurrent - Commonwealth Government				

Non-recurrent - State Government				
Skinner Reserve Airplane Playground	45	-	(45)	-100.00%
Maribyrnong River	18	-	(18)	-100.00%
VicRoads Blackspot Project - Hyde Street	88	-	(88)	-100.00%
FL Data Signs Speed Advisory Trailer	25	-	(25)	-100.00%
Living Heritage Grants Program	100	-	(100)	-100.00%
TAC LG Grant - French St Bike Lane	20	-	(20)	-100.00%
Quarry Park remediation upgrade	-	500	500	100.00%
Upgrade Church St. MCH facility - Redesign and Construction - New	-	650	650	100.00%
Maribyrnong River Edge Master Plan Implementation - Footscray Wharf and Promenade Design works	-	500	500	100.00%
Major Projects Road Infrastructure Project - State Government	-	5,000	5,000	100.00%
Total non-recurrent grants	296	6,650	6,354	2146.62%
Total capital grants	1,078	7,696	6,618	613.91%
Total Grants	7,907	16,079	8,172	103.35%

4.1.5 Contributions

	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE \$'000 %	
Monetary	3,161	3,243	82	2.59%
Non-monetary	0	0	0	0%
Total contributions	3,161	3,243	82	2.59%

4.1.6 Other income

	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE \$'000 %	
Interest	1,600	1,216	(384)	-24.00%
Other rent	219	427	208	94.98%
Other	772	601	(171)	-22.15%
Total other income	2,591	2,244	(347)	-13.39%

4.1.7 Employee costs

	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE \$'000 %	
Wages and salaries	47,848	49,853	2,005	4.19%
WorkCover	774	1,196	422	54.52%
Superannuation	4,490	4,644	154	3.43%
Fringe Benefit Tax (FBT)	293	293	-	0.00%
Other	1,491	1,514	23	1.54%
Total employee costs	54,896	57,500	2,604	4.74%

4.1.8 Material and services

	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE	
			\$'000	%
Contract payments	29,939	29,565	(374)	-1.25%
Building maintenance	1,759	1,844	85	4.83%
Information technology	2,852	2,481	(371)	-13.01%
Utilities	2,835	3,013	178	6.28%
Office administration	3,208	3,323	115	3.58%
Tipping & Refuse Collections	4,212	4,142	(70)	-1.66%
Debt Recovery Costs	1,356	1,356	0	0.00%
Community Grants	1,010	1,087	77	7.62%
Insurance	826	860	34	4.12%
Consultants	830	800	(30)	-3.61%
Programs general	932	992	60	6.44%
Projects general	553	527	(26)	-4.70%
Promotion/Marketing	440	498	58	13.18%
General maintenance	138	147	9	6.52%
Security	104	108	4	3.85%
Others	2,088	2,471	383	18.34%
Total materials and services	53,082	53,214	132	0.25%

4.1.9 Depreciation and amortisation

	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE	
			\$'000	%
Property	2,020	2,168	148	7.33%
Plant & equipment	1,950	2,509	559	28.67%
Infrastructure	13,271	13,294	23	0.17%
Total depreciation and amortisation	17,241	17,971	730	4.23%

4.1.10 Other expenses

	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE	
			\$'000	%
VAGO audit of the financial statements (External)	60	60	0	0.00%
Other Audit Services (Internal)	378	197	(181)	-47.87%
Operating lease rentals	1,027	1,040	13	1.22%
Councillors Allowances	241	256	15	6.23%
Citizenship Ceremonies	16	16	0	0.00%
Total other expenses	1,722	1,568	(153)	-8.91%

4.2 Balance sheet

4.2.1 (a) Assets

CASH AND CASH EQUIVALENTS	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE	
			\$'000	%
Cash on hand	10	10	-	0.00%
Cash at bank	12,999	13,291	292	2.25%
Total	13,009	13,301	292	2.25%

OTHER FINANCIAL ASSETS	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE	
			\$'000	%
Term deposits - current	54,000	40,000	(14,000)	-25.93%
Total	54,000	40,000	(14,000)	-25.93%
Total Cash and Investments	67,009	53,301	(13,708)	-20.46%

Council's financial assets are subject to external restrictions that limit amounts available for discretionary use. These include:

EXTERNAL RESTRICTION	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE	
			\$'000	%
Trust funds and deposits	3,092	3,092	0	0%
Total	3,092	3,092	0	0%
Total unrestricted cash and cash equivalents	63,917	50,209	(13,708)	-21.4%

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

INTENDED ALLOCATIONS	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000	CHANGE	
			\$'000	%
Cash held to fund carried forward capital works	3,486	-	(3,486)	-100.00%
Grants received in advance	56	-	(56)	-100.00%
Mausoleum trust	574	574	0	0.00%
Open space contributions	10,489	12,486	1,997	19.40%
Developer contribution plans	61	61	0	0.00%
Long service leave liability	9,255	9,899	644	6.96%
Annual leave liability	4,965	5,199	234	4.71%
Gratuity liability	860	860	-	0.00%
Total funds subject to intended allocations	29,746	29,079	(667)	-2.24%

4.2.1 (b) Assets

PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT	FORECAST ACTUAL 2017/18 \$'000	BUDGET 2018/19 \$'000		CHANGE \$'000 %
Land	513,815	516,029	2,214	0.43%
Buildings	203,387	226,114	22,727	11.17%
Plant and Equipment	11,199	10,680	(519)	-4.63%
Infrastructure	358,164	366,311	8,147	2.27%
Works in progress	-	-	-	0.00%
Total	1,086,565	1,119,134	32,569	3.00%

4.2.2 Liabilities

Statement of borrowings

The table below shows information on borrowings specifically required by the Regulations.

	2017/18 \$'000	2018/19 \$'000
Amount borrowed as at 30 June of the prior year	-	-
Amount proposed to be borrowed	-	-
Amount projected to be redeemed	-	-
Amount of borrowings as at 30 June	-	-

4.3 Statement of changes in equity

4.3.1 Reserves

(a) Asset revaluation reserves

BUDGET 2018/19	BALANCE AT BEGINNING OF REPORTING PERIOD \$'000	TRANSFER FROM ACCUMULATED SURPLUS \$'000	TRANSFER TO ACCUMULATED SURPLUS \$'000	BALANCE AT END OF REPORTING PERIOD \$'000
Asset revaluation reserves	743,293	0	0	743,293

(b) Other reserves

BUDGET 2018/19	BALANCE AT BEGINNING OF REPORTING PERIOD \$'000	TRANSFER FROM ACCUMULATED SURPLUS \$'000	TRANSFER TO ACCUMULATED SURPLUS \$'000	BALANCE AT END OF REPORTING PERIOD \$'000
Major projects	30,212	4,273	-19,343	15,142
Statutory	10,489	3,153	-1,156	12,486
Developer Contribution (DCP)	61	0	0	61
Carried forward grants	56	0	-56	-
Carried forward Council funds	3,430	0	-3,430	-
Total other reserves	44,248	7,426	-23,985	27,689
Total reserves (a) + (b)	787,541	7,426	-23,985	770,982

4.4. Detailed list of capital works

This section presents a listing of the capital works projects that will be undertaken for the 2018/2019 year. The capital works projects are grouped by class and include the following:

4.4.1 Summary

	FORECAST 2017/18 \$'000	ACTUAL 2018/19 \$'000	BUDGET 2018/19 \$'000	CHANGE \$'000	%
Property	10,058		29,998	19,940	198.25%
Plant and equipment	4,013		3,527	-486	-12.11%
Infrastructure	24,622		28,095	3,473	14.11%
Total	38,693		61,620	22,927	59.25%

	PROJECT COST	ASSET EXPENDITURE TYPES				SUMMARY OF FUNDING SOURCES						
CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
Property	29,998	19,562	6,000	4,436	-	1,150	90	-	-	200	21,322	7,236
Plant & Equipment	3,527	350	3,177	-	-	-	-	-	400	-	300	2,827
Infrastructure	28,095	10,870	15,169	2,056	-	6,546	-	-	-	956	1,152	19,441
TOTAL - CAPITAL WORKS AND ASSET IMPROVEMENT 2018/19	61,620	30,782	24,346	6,492	-	7,696	90	-	400	1,156	22,774	29,504

4.4.2 Current budget

New works

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP1	Property												
CAP2	Land												
CAP3	Quarry Park remediation upgrade	500			500		500						-
CAP4	Contamination remediation works - other sites	500			500								500
CAP5	Open space acquisition - Joseph Road corner of Whitehall and Ward	200	200								200		-
CAP6	Total land	1,200	200		1,000		500				200		500
CAP7	Buildings												
CAP8	Strategic site purchase	10,000	10,000									10,000	-
CAP9	Building compliance audits	100		100									100
CAP10	Building Bi-Lock	15		15									15
CAP11	Buildings anchor points program	30		30									30
CAP12	Footscray Hockey Pavilion construction	1,290			1,290			90					1,200
CAP13	MAC plant & equipment renewal program	210		210									210
CAP14	Building renewal program (\$2.85m detail below)	2,850		2,850									2,850

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP15	Chiller renewals												
CAP16	Exterior repaint												
CAP17	Fence renewal												
CAP18	Floodlights renewal												
CAP19	Floor coverings renewal												
CAP20	Front entry renewal												
CAP21	Interior repaint												
CAP22	Kitchen renewal												
CAP23	Laundry renewal												
CAP24	Locker and cupboard replacement												
CAP25	Outdoor area renewals												
CAP26	Roof cladding renewal												
CAP27	Rwg renewal												
CAP28	Shelter renewal												
CAP29	Toilet and change rooms renewals												
CAP30	Toilet renewal												
CAP31	Toilet renewals												
CAP32	Window and door renewal												
CAP33	Heritage renewal												
CAP34	Building demolitions	500		500									500
CAP35	Public toilet strategy implementation (Footscray Park,	300	300										300

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
	Braybrook, Cruickshank, Grimes, Cranwell)												
CAP36	Asbestos and hazmat audits and removal works	100		100									100
CAP37	DDA access to council buildings	40	40										40
CAP38	Henry Turner South Pavilion - DESIGN WORKS	154	154										154
CAP39	Yarraville Oval - electronic scoreboard	70	70										70
CAP40	Shorten Reserve - electronic scoreboard	70	70										70
CAP41	Henry Turner North Reserve - electronic scoreboard	70	70										70
CAP42	Henry Turner North Pavilion - design of female friendly facilities	50	50										50
CAP43	Kindersmith Reserve - design of female friendly facilities	50	50										50
CAP44	Kingsville Tennis Club - new pavilion and amenities	450	450										450
CAP45	Scovell Reserve Pavilion - rationalisation of 3 buildings - construction	1,450	1,450									973	477
CAP46	Upgrade Church St. MCH Facility - redesign and construction - new	4,300	4,300				650					3,650	-

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP47	Town Hall and civic space renewal - design	2,000	2,000									2,000	-
CAP48	Footscray Library/Community And Cultural Hub - concept design	200	200									200	-
CAP49	Total buildings	24,299	19,204	3,805	1,290		650	90				16,823	6,736
CAP50	Total - property	25,499	19,404	3,805	2,290		1,150	90			200	16,823	7,236
CAP51	Plant and equipment												
CAP52	Computers and telecommunications												
CAP53	IT renewals	1,360	350	1,010									1,360
CAP54	Total - computers and telecommunications	1,360	350	1,010									1,360
CAP55	Library books												
CAP56	Library collections	867		867									867
CAP57	Artwork renewal program	100		100									100
CAP58	Total - library books	967		967									967
CAP59	Plant, machinery and equipment												
CAP60	Fleet renewal program	1,200		1,200						400		300	500
CAP61	Total - plant, machinery and equipment	1,200		1,200						400		300	500
CAP62	Total - plant and equipment	3,527	350	3,177						400		300	2,827
CAP63	Infrastructure												
CAP64	Bridges												
CAP65	Bridge renewal program	30		30									30

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP66	Total bridges	30		30									30
CAP67	Drainage												
CAP68	Drainage improvement program - a. Melon Street; b. Montgomery Street	400		400									400
CAP69	Total drainage	400		400									400
CAP70	Footpath and cycleways												
CAP71	Bicycle and pedestrian network upgrade	1,000			1,000								1,000
CAP72	Bicycle - construct and mark Donald St between Moore and Nicholson St - add capacity for bike riders	50	50										50
CAP73	Bicycle - construct Donald St between Nicholson St and Droop St	50	50										50
CAP74	Minor works: signs, line marking, bike parking	100	100										100
CAP75	Ashley St - South Rd to Ballarat Rd - feasibility and design bike route	20	20										20
CAP76	Footpath renewal program	908		908									908
CAP77	Total - footpath and cycleways	2,128	220	908	1,000								2,128
CAP78	Off-street carparks												

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP79	Carpark improvement and renewal program (\$485k detail below)	485		485									485
CAP80	Braybrook Community Hub carpark entry												
CAP81	Maidstone Community Centre on Gibbs Road												
CAP82	Hansen Reserve Carpark on Robbs Road												
CAP83	Chifley Drive Carpark near Coulson Garden Playground												
CAP84	Total - off-street carparks	485		485									485
CAP85	Parks, open space and - streetscapes												
CAP86	Parks and open space renewal program	4,224		4,224									4,224
CAP87	Civil and landscaping structures renewal												
CAP88	Furniture, monuments and sculptures renewal												
CAP89	Playgrounds renewal												
CAP90	Soft landscaping												
CAP91	Sporting fields and facilities renewal												
CAP92	Street tree planting & urban forest strategies	1,068	700	368									1,068

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP93	Maribyrnong River Edge Master Plan implementation - Footscray Wharf and promenade design works	500	500				500						-
CAP94	Mcivor Reserve - Hanks Reserve - new lighting	20	20										20
CAP95	Kindersmith Reserve Braybrook - floodlight construction - 2019/20	30	30										30
CAP96	Johnson Street Reserve West Footscray - new lighting & player benches	105	105										105
CAP97	Johnson Reserve lightning with SRV grant	80	80										80
CAP98	Quarry Park - new park landscape upgrade - works as per masterplan	500	500										500
CAP99	Martin Reserve, Essex St Footscray - irrigation and upgrade of facilities	150	150										150
CAP100	Hansen Reserve, West Footscray - implementation of masterplan - playground, bike track, basketball court	100	100										100
CAP101	Footscray Park Masterplan implementation - BBQ and picnic areas	350	350										350

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP102	Skinner Reserve - player benches	25	25										25
CAP103	Robert Barret Reserve - field upgrade	400			400								400
CAP104	Rogers Reserve Maidstone - playground upgrade	200			200								200
CAP105	Angliss Reserve, Yarraville - playground additions	100			100								100
CAP106	Jacks Wood Reserve (Edgewater) - landscape and pathworks	50	50										50
CAP107	Chifley Drive Road Reserve - landscape upgrade	50			50								50
CAP108	Gateway and park signage (3 gateway and 9 park signs)	120	120										120
CAP109	New park - spur line/river embankment, Footscray - design and construction of river edge open space	100	100								100		-
CAP110	Skinner Reserve - Airplane Playground - tree planting	25	25										25
CAP111	Coaches boxes infrastructure program - construction of portable or permanent coaches boxes	50	50										50
CAP112	Total - parks, open space and streetscapes	8,247	2,905	4,592	750		500				100		7,647

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP113	Recreational, leisure and community facilities												
CAP114													
CAP115	Total - recreational, leisure and community facilities												
CAP116	Roads												
CAP117	Traffic management works program (latm)	620	620										620
CAP118	Road safety upgrade program	200	200										200
CAP119	Major projects road infrastructure project - state government	5,000	5,000				5,000						-
CAP120	Road improvement program (\$8.227m detail below)	8,227		8,227			1,046						7,181
CAP121	Argyle Street - No 32 - Essex Street - West Footscray												
CAP122	Cambridge Street - Seg 01: Mitchell - Desmond - Maidstone												
CAP123	Hotham Street - Seg 01: Pritchard - Kent - Braybrook												
CAP124	Inkerman Street - Seg 02: Havlock - Rosamond - Maidstone												
CAP125	Dobsons Crescent - Churchill - End - Braybrook												
CAP126	Hex Street - Seg 01: Cala - Bizana - West Footscray												

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP127	Fontein Street - Bizana Street To Cala Street - West Footscray												
CAP128	Hex Street - Seg 02: Bizana - Aliwal - West Footscray												
CAP129	Fontein Street - Aliwal Street To Bizana Street - West Footscray												
CAP130	Stewart Street - Seg 01: Turner - Pritchard - Braybrook												
CAP131	Nesnah Street - Seg 01: Hansen - Dead End - West Footscray												
CAP132	Burns Street - Seg 02: Thomson - Richelieu - Maidstone												
CAP133	Turner Crescent - Seg 02: Beachley - Change Of Seal - Braybrook												
CAP134	Fontein Street - Dead End To Aliwal Street - West Footscray												
CAP135	Churchill Place - Seg 01: Churchill - Churchill - Braybrook												
CAP136	Hex Street - Seg 03: Aliwal - Dead End - West Footscray												
CAP137	Road resheet program - various												
CAP138	Laneway improvement program	300		100	200								300
CAP139	Green streetlights - led program	100		100									100
CAP140	Total - roads	14,447	5,820	8,427	200		6,046						8,401
CAP141	Waste management												

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP142	New and replacement waste bins	200	75	125									200
CAP143	Public place recycling	150	150										150
CAP144	Total waste	350	225	125									350
CAP145	Other infrastructure												
CAP146	Total - other infrastructure												
CAP147	Total - Infrastructure	26,087	9,170	14,967	1,950		6,546				100		19,441
CAP148	Total - Capital Works And Asset Improvement 2018/19	55,113	28,924	21,949	4,240		7,696	90		400	300	17,123	29,504

4.4.3 Works carried forward from the 2017/18 year

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP149	Property												
CAP150	Land												
CAP151	Quarry Park remediation upgrade	720		720								720	-
CAP152	Quarry Park new park - landscape upgrade	294		294								294	-
CAP153	Total land	1,014	-	1,014	-	-	-	-	-	-	-	1,014	-
CAP154	Buildings												
CAP155	Kingsville kinder (underpinning on north side wall)	34		34								34	-
CAP156	Maribyrnong River	18		18								18	-
CAP157	Yarraville Senior Citizens Centre	49		49								49	-
CAP158	Asbestos audits and associated removal works	80		80								80	-
CAP159	MAC half-life refit	300		300								300	-
CAP160	Recwest (Essex Street) - detailed design	700		700								700	-
CAP161	Henry Turner South Pavilion DETAIL DESIGN	84			84							84	-
CAP162	Footscray Hockey Club AMENITIES UPGRADE	16			16							16	-
CAP163	Kingsville Tennis Club extension design and construction	766			766							766	-

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP164	Scovell Reserve Pavilion - rationalisation of 3 buildings	169			169							169	-
CAP165	Upgrade Church St. MCH facility	1,111			1,111							1,111	-
CAP166	Pennell Reserve	158	158									158	-
CAP167	Total buildings	3,485	158	1,181	2,146	-	-	-	-	-	-	3,485	-
CAP168	Total - property	4,499	158	2,195	2,146	-	-	-	-	-	-	4,499	-
CAP169	Plant and equipment												
CAP170	Computers and telecommunications												
CAP171	Total - computers and telecommunications												
CAP172	Library books												
CAP173	Total - library books												
CAP174	Total - plant, machinery and equipment												
CAP175	Total - plant and equipment												
CAP176	Infrastructure												
CAP177	Bridges												
CAP178	Total bridges												
CAP179	Drainage												
CAP180	Total drainage												
CAP181	Footpath and cycleways												
CAP182	Bicycle network upgrade - Medway LINK	750	750								750		-
CAP183	Total - footpath and cycleways	750	750								750		
CAP184	Off-street carpark												

		PROJECT COST	ASSET EXPENDITURE TYPES				FUNDING SOURCES						
CL REF.	CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2019	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
CAP185	Total - off-street carpark												
CAP186	Parks, open space and streetscapes												
CAP187	Footscray Park	550	550									550	-
CAP188	Hopkins Street Bridge construction of climbing wall & plaza	400	400									400	-
CAP189	Moore St Gateway	106			106						106		-
CAP190	Total - parks, open space and streetscapes	1,056	950		106						106	950	
CAP191	Recreational, leisure and community facilities												
CAP192													
CAP193	Total - recreational, leisure and community facilities												
CAP194	Roads												
CAP195	Schild Street - Stephen St To Hyde St, Yarraville	202		202								202	-
CAP196	Total - roads	202		202								202	
CAP197	Waste management												
CAP198	Total waste												
CAP199	Other infrastructure												
CAP200	Total - other infrastructure												
CAP201	Total - infrastructure	2,008	1,700	202	106						856	1,152	-
CAP202	Total carried forward capital works 2017/18	6,507	1,858	2,397	2,252						856	5,651	-

5. Financial performance indicators

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

INDICATOR	MEASURE	NOTES	ACTUAL	FORECAST	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS			
			2016/17	2017/18		PROJECTIONS			TREND
					2018/19	2019/20	2020/21	2021/22	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	8.0%	4.44%	4.41%	4.94%	5.57%	6.20%	+
Liquidity									
Working capital	Current assets / current liabilities	2	313.56%	283.8%	211.0%	204.4%	170.2%	185.6%	o
Unrestricted cash	Unrestricted cash / current liabilities		176.40%	232.1%	163.4%	157.4%	123.7%	136.3%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	0.00%	0.00%	0.00%	9.2%	12.9%	11.8%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans		3.07%	0.00%	0.00%	0.9%	1.4%	1.3%	+

INDICATOR	MEASURE	NOTES	ACTUAL	FORECAST	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS			
			2016/17	2017/18		PROJECTIONS			TREND
					2018/19	2019/20	2020/21	2021/22	+/-
Indebtedness	and borrowings / rate revenue Non-current liabilities / own source revenue		0.76%	0.81%	0.83%	7.38%	10.2%	9.35%	+
Asset renewal	Asset renewal expenditure / depreciation	4	79.32%	64.8%	65.4%	61.5%	62.0%	63.6%	o
Stability Rates concentration	Rate revenue / adjusted underlying revenue	5	66.94%	69.95%	70.86%	72.52%	72.47%	72.72%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.34%	0.35%	0.29%	0.28%	0.26%	0.25%	-
Efficiency Expenditure level	Total expenditure / no. of property assessments		\$3,183.20	\$3,269.78	\$3,298.92	\$3,275.41	\$3,326.41	\$3,365.23	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,951.48	\$2,006.34	\$2,097.63	\$2,144.82	\$2,193.08	\$2,242.43	+

INDICATOR	MEASURE	NOTES	ACTUAL	FORECAST	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS			
			2016/17	2017/18		PROJECTIONS			TREND
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		14.37%	13.42%	13.42%	2019/20	2020/21	2021/22	+O/-
						22.87%	13.42%	13.42%	o

Key to Forecast Trend

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

Notes to indicators

1. **Adjusted underlying** result - An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.
2. **Working capital** - The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2018/2019 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.
3. **Debt compared to rates** - Trend indicates that borrowings will be required to fund future city infrastructure projects.
4. **Asset renewal** - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.
5. **Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

6. Strategic resource plan and budget analysis

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

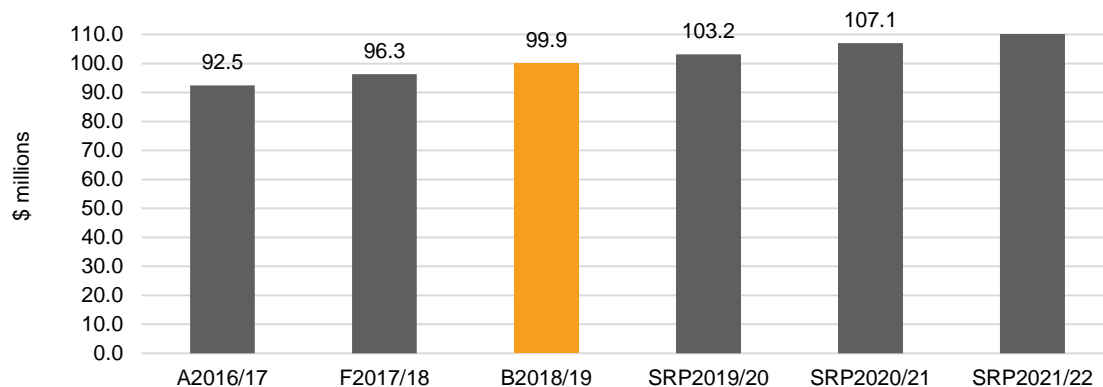
This section includes the following analysis and information:

- 6.1 Summary of financial position
- 6.2 Budget influences
- 6.3 Analysis of operating budget
- 6.4 Analysis of budgeted financial position
- 6.5 Analysis of budgeted cash position
- 6.6 Analysis of capital budget

6.1 Summary of financial position

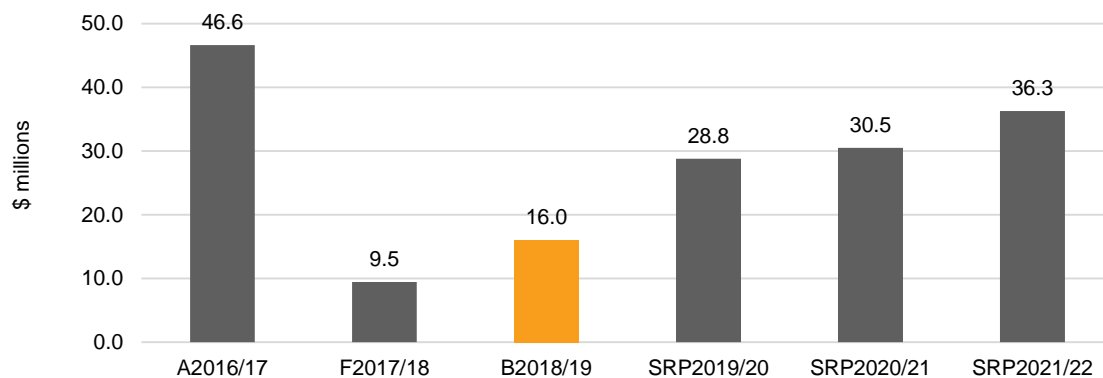
Council has prepared a Budget for the 2018/2019 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, cash and investments, capital works and council expenditure allocation.

6.1.1 Rates



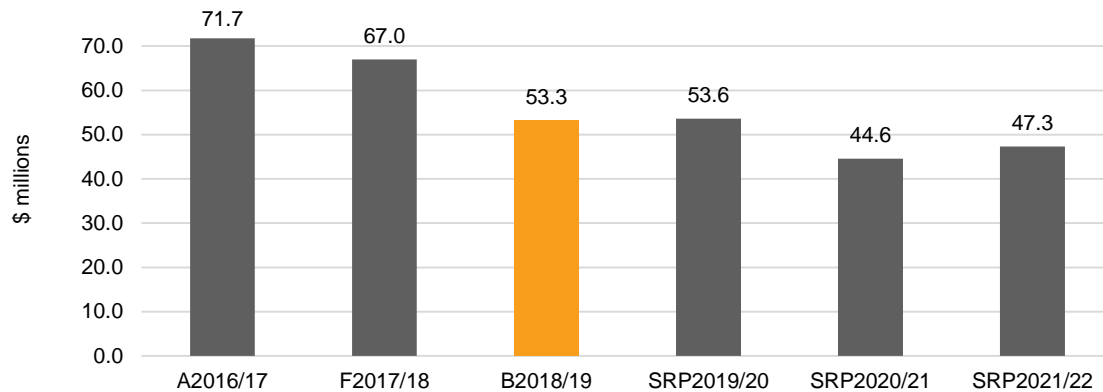
The general rates increase by 2.25% for the 2018/2019 year, raising total rates & charges of \$99.937 million, including \$1.0 million generated from supplementary rates. This rate increase is in line with the rate cap set by the Minister for Local Government.

6.1.2 Operating result



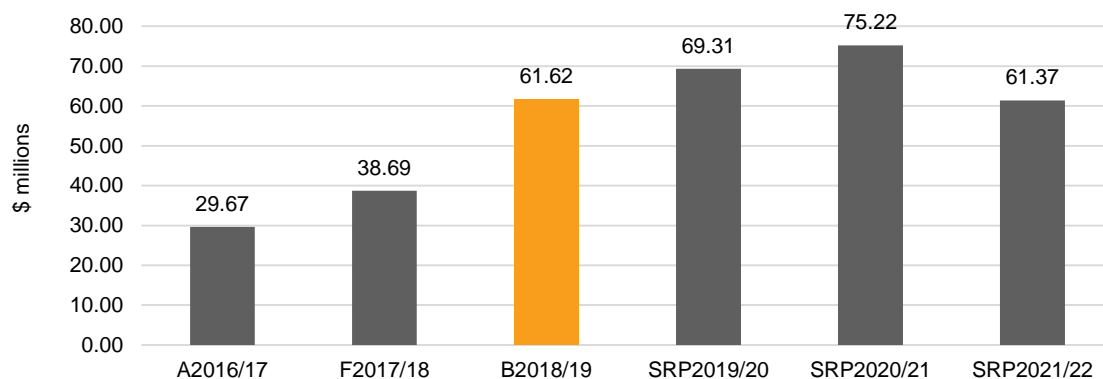
The expected operating result for the 2018/2019 year is a surplus of \$16.0 million, which is an increase of \$6.51 million over the forecast 2017/2018 result. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions, is an increase of \$.095 million, over 2017/2018. – refer to graph 6.1.6 of this section.

6.1.3 Cash & investments



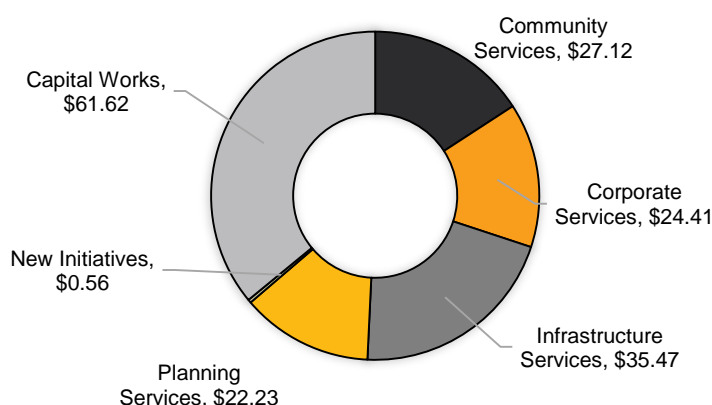
Cash and investments are expected to decrease by \$13.7 million during the year to \$53.3 million as at 30 June 2019. The reduction in cash and investments is in line with Council's Strategic Resource Plan. Cash and investments are forecast to be \$67.0 million as at 30 June 2018.

6.1.4 Capital works



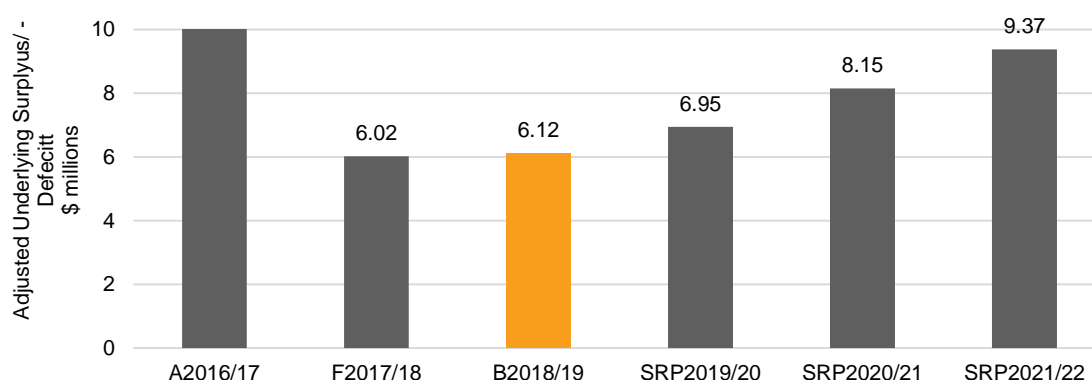
The Capital and Improvement Program for the 2018/2019 year is expected to be \$61.62 million (including carry forwards of \$6.5 million) (section 4.4). Funding for this program is shown (section 4.4). The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

6.1.5 Council expenditure allocations (\$million)



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area. This budget has been developed through a rigorous process of consultation and review and management endorses it as financially responsible. More detailed budget information is available throughout this document.

6.1.6 Financial sustainability



A high level Strategic Resource Plan for the years 2018/2019 to 2021/2022 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows an increasing surplus over the four year period.

6.2 Budget influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates. Maribyrnong City Council is located in the west of Melbourne and covers an area of 31.2 square kilometres. It comprises of the former City of Footscray and parts of the City of Sunshine Councils, which were amalgamated in 1994.

6.2.1 Snapshot of City of Maribyrnong

Population

In June 2016, the usual resident population of the City of Maribyrnong was 87,355 people. The forecast population for 2018 is 94,124. In the 10 years from 2008 to 2018, the population increased by approximately 24,222 which is a 34.65% increase.

The City of Maribyrnong population is forecast to increase to 157,435 by 2041, which is a 67.26% increase on the 2018 forecast figure. The biggest increase in population will be in the suburb of Footscray which is forecast to increase by 122.85% to 44,436 in 2041. (Source: ID Community Profile and ID Forecast based on ABS Census 2016 data).

Population - Age breakdown

The biggest age group in the City of Maribyrnong in 2018 is forecast to be the 35-49 age group which accounts for 23.2% of the population with 21,851. The second largest age group is the 25-34 age group which in 2018, is forecast to represent 23.2% of the population with 21,796. (Source: ID Forecast based on ABS Census 2016 data).

The 35-49 age group is forecast to increase by 67.65% to 36,634 by 2041. The 25-34 age group is forecast to increase by 50% increase by 2041 to 32,703 (Source: ID Community Profile and ID Forecast based on ABS Census 2016 data).

Births

At the 2011 Census the annual birth-rate was 1,158. At the 2016 Census it was 1,601. In 2018, the forecast annual birth rate is 1,708. In 2041, it is forecast to be 2,689. (Source: ID Community Profile based on ABS Census 2016 data and ID Forecast data 2018).

Cultural diversity

According to 2016 Census, the City is a highly culturally and linguistically diverse municipality. 40% of the population was born overseas. The main countries of birth of residents, apart from Australia include Vietnam, India, China, the United Kingdom and New Zealand.

34.4% of the population are from non-English speaking backgrounds. 41.8% of the population speak a language other than English at home. (Source ID Community Profile based on Census 2016 data).

Households

In 2018, there is forecast to be 37,125 households in the City of Maribyrnong. The largest type of household is lone person households with 10,157 followed by couples with dependents with 9,846.

By 2041, lone person households will be the largest group with a 79.33% forecast increase to 18,214. Couples with dependents will be the next biggest group with a 64.41% forecast increase by 2041 to 16,188. Overall, the number of households will increase by 71.67% to 63,733 households by 2041 (ID Forecast data 2018).

Income

In 2016, the median household income for the City of Maribyrnong was \$1,543. This compares to \$1,539 for the Greater Melbourne. The median income was the lowest in Braybrook with \$1,063 per week.

18.1% of the City of Maribyrnong population were on low incomes of less than \$650 per week. This compares to 16.7% for Greater Melbourne. 23.9% of the population were on high incomes of over \$2,500 per week. This compares to 22.9% for Greater Melbourne (ID Social Atlas based on Census 2016 data).

Housing

In 2016, 20% of City of Maribyrnong residents owned their home and 28.9% had a mortgage. 36.2% of residents were renting privately and 5.4% lived in social housing. The number of homes is increasing (ID Community Profile based on Census 2016 data). 49.7% of dwelling were separate houses. 35.3% were classified as medium density including townhouses, semi-detached and small apartment blocks. 13.6% were classified as high density (ID Community Profile based on Census 2016 data).

Since 2001-02, there have been 8,788 residential building approvals in the municipality with an average of 732 approvals per year (ID Community Profile based on Census 2011 data). In 2018, there is forecast to be there were forecast to be 38,685 dwellings in the City of Maribyrnong. By 2041, there is forecast to be a 73.95% increase to 67,291 dwellings in the municipality (ID Forecast 2018).

The median household rental cost for the City of Maribyrnong is \$334 per week compared to \$355 for Greater Melbourne. The median weekly mortgage repayment for the City of Maribyrnong is \$462 compared to \$421 for Greater Melbourne. (ID Community Profile based on Census 2016 data).

Education

66.1% of City of Maribyrnong residents have completed Year 12 compared to 59.4% for Greater Melbourne. 34% of residents have a Bachelor's degree university qualification compared to 27.5% for Greater Melbourne.

19.9% of residents have a diploma or vocational education qualification such as TAFE, compared to 24.8% for Greater Melbourne. 36.1% of residents had no qualifications compared to 38.6% for Greater Melbourne (ID Community Profile based on Census 2016 data).

Occupations

28.7% of City of Maribyrnong residents are professionals, 12.7% are clerical and administrative workers, 13.4% are managers, 10% are trades or technical workers and 10.4% are community and personal service workers.

Other occupations include labourers with 8.9%, sales workers with 8.9% and machinery operators and drivers with 5.1% (ID Community Profile based on Census 2016 data). Industries in which City of Maribyrnong residents are employed include healthcare and social assistance with 10.7%, manufacturing with 6.3%, professional scientific and technical services with 9.8%, retail trade with 9.3% and education and training with 9.2% (ID Community Profile based on Census 2016 data).

Social and economic disadvantage

The Relative Index of Social Disadvantage (SEIFA) is derived from attributes such as income, educational attainment, unemployment, occupations and variables that reflect disadvantage rather than measure specific aspects of disadvantage.

High scores on the Index of Relative Social and Economic Disadvantage occur when the area has families on higher incomes and people with higher level qualifications. Low scores on the index occur when the area has many low income families and people with little training and in unskilled occupations. The City of Maribyrnong is the fourth most

disadvantaged municipality in metropolitan Melbourne with a SEIFA ranking 974. The most disadvantaged municipalities include Greater Dandenong, Brimbank and Hume. The suburb of Braybrook is the fourth most disadvantaged suburb in metropolitan Melbourne with a SEIFA ranking of 801.1 (ID Community Profile based on Census 2011 data).

6.2.2 External influences

- All groups Consumer Price Index (CPI) increases on goods and services of 1.9% from December Quarter 2016 to December Quarter 2017 (ABS release 31 January 2018). State-wide CPI is forecast to be 2.25% for the 2018/2019 year (Victorian Budget Papers 2017/2018).
- State-wide Wage Price Index is forecast to be 2.75% for the 2018/2019 year (Victorian Budget Papers 2017/2018).
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.
- Cost shifting where Local Government provides a service to the Community on behalf to the State and Federal Government. Over time the funds received by Local Government do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing suppressions, Library services and Home and community Care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the Community.

6.2.3 Internal influences

In addition to external influences, there are also a number of internal influences that are expected to have a significant impact on the preparation of the 2018/2019 Budget. These matters have arisen from events occurring in the 2017/2018 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2018/2019 year.

These matters are set out below:

- maintaining and improving existing services to meet competing demands
- wage increases resulting in additional employee costs
- staffing levels to support service delivery, some of which has a consequential positive income impact
- above CPI increases in the cost of raw materials and some contract expenditures
- the costs of upgrading and maintaining Council infrastructure to meet community expectations

6.2.4 Budget principles

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

The principles included:

- pensioner rebate scheme increased to \$189.55.
- festivals & events i.e. ongoing fireworks event.
- existing fees and charges to be increased in line with CPI or market levels.
- grants to be based on confirmed funding levels.
- new revenue sources to be identified where possible.
- service levels to be maintained at 2017/2018 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- real savings in expenditure and increases in revenue identified in 2017/2018 to be preserved

6.2.5 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2018/2019 to 2021/2022 (section 6), Rating Information (section 7) and Other Long Term Strategies (section 8) including borrowings, infrastructure and service delivery.

6.3 Analysis of operating budget

The Budgeted Income Statement budgets an operating surplus of \$16.010 million for the year ending 30th June 2019. This section analyses the operating budget including expected Income and Expenses of the Council for the 2018/2019 year. Please refer to section 3.1 for Comprehensive income statement for the four years ending 30 June 2022.

6.3.1 Budgeted income statement

	FORECAST ACTUAL	BUDGET	VARIANCE
	2017/2018 \$'000	2018/2019 \$'000	\$'000
Total income	138,946	148,676	9,730
Total expenses	(129,468)	(132,665)	(3,197)
Surplus (deficit) for the year	9,478	16,011	6,533
Grants – capital non-recurrent	(296)	(6,650)	(6,354)
Contributions - non-monetary assets	0	0	0
Capital contributions - other sources	(3,161)	(3,243)	(82)
Adjusted underlying surplus (deficit)	6,021	6,118	97

Adjusted underlying surplus (\$.095 million increase)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2018/2019 year is a surplus of \$6.118 million which is an increase of \$.095 million from the 2017/2018 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

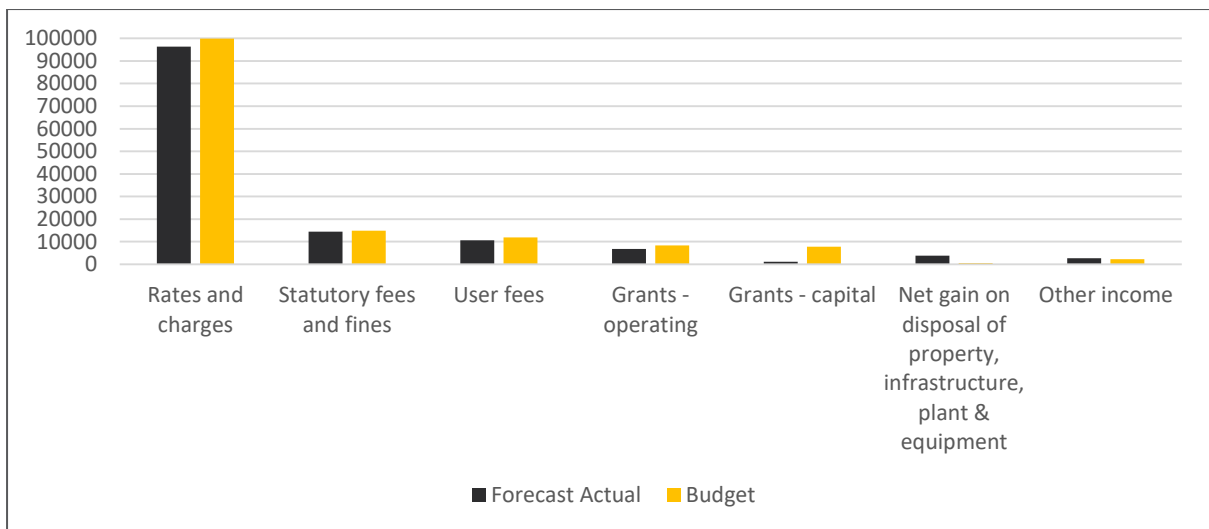
6.3.2 Income

	FORECAST ACTUAL	BUDGET	VARIANCE
INCOME TYPES	2017/2018 \$'000	2018/2019 \$'000	\$'000
Rates and charges	96,305	99,937	3,632
Statutory fees and fines	14,481	14,784	303
User fees	10,669	11,909	1,240
Grants - operating	6,829	8,383	1,554
Grants - capital	1,078	7,696	6,618
Contributions - monetary	3,161	3,243	82

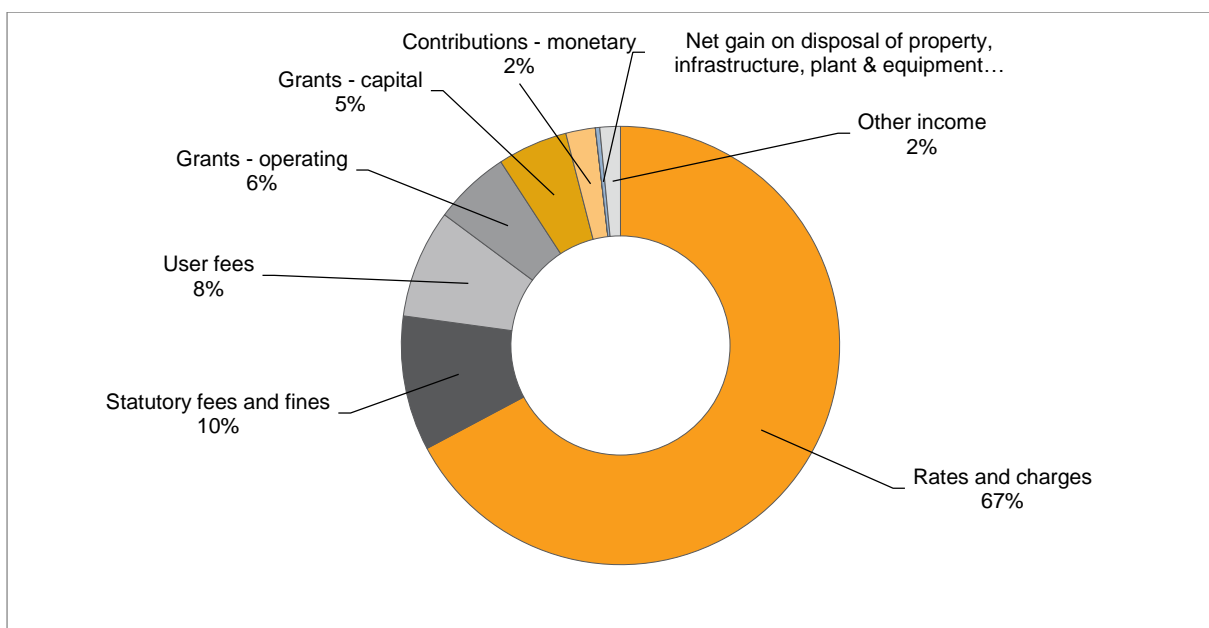
	FORECAST ACTUAL	BUDGET	VARIANCE
INCOME TYPES	2017/2018 \$'000	2018/2019 \$'000	\$'000
Contributions - non monetary			0
Net gain on disposal of property, infrastructure, plant & equipment	3,832	480	(3,352)
Other income	2,591	2,244	(347)
Total income	138,946	148,676	9,730

Rates are the major source of Operating Revenue accounting for in excess of 67% of all income. Statutory Fees and Fines, User Charges and Government Grants are also significant contributors to total income. Council has increased rates by 2.25%. This plus raising of Supplementary Rates for new and improved dwellings has seen the level of rate income increase by \$3.632 million.

Budgeted income 2018/2019 and forecast 2017/2018



Budgeted income 2018/2019

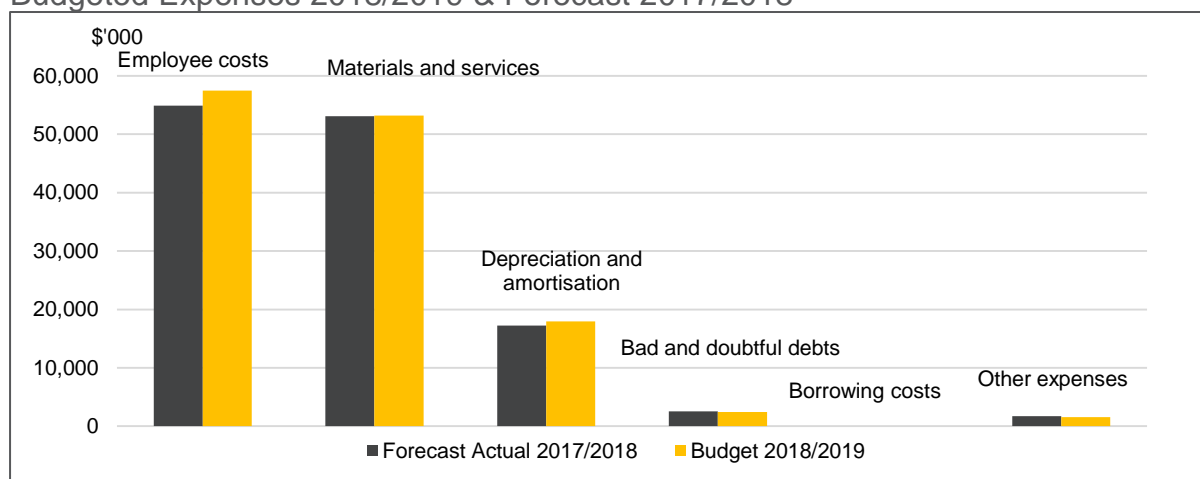


6.3.3 Expenses

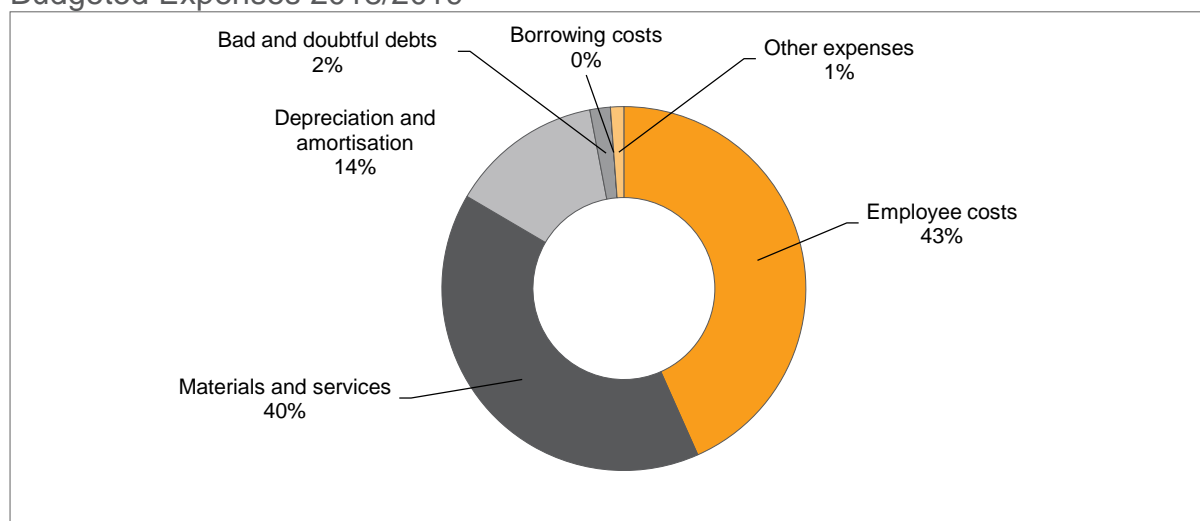
	FORECAST ACTUAL	BUDGET	VARIANCE
EXPENSE TYPES	2017/2018 \$'000	2018/2019 \$'000	\$'000
Employee costs	54,896	57,500	2,604
Materials and services	53,082	53,214	132
Depreciation and amortisation	17,241	17,971	730
Bad and doubtful debts	2,527	2,412	(115)
Borrowing costs	0	0	0
Other expenses	1,722	1,568	(154)
Total expenses	129,468	132,665	3,197

Employee benefits, materials and services are the major areas of operating expenditure, accounting for in excess of 83% of all expenditure. Employee benefits include all labour-related costs such as wages and salaries, on costs, employer superannuation (Council's provision for a future contribution to the unfunded superannuation liability) and WorkCover. Increases in employee costs are contributed to by the Enterprise Agreement which came in to effect on the 2nd July 2016.

Budgeted Expenses 2018/2019 & Forecast 2017/2018



Budgeted Expenses 2018/2019



A summary of human resources expenditure categorized according to the organisational structure of Council and number of full time equivalent (FTE) Council staff:

	FORECAST ACTUAL	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Staff expenditure					
Employee costs - operating	54,896	57,500	55,318	57,645	60,260
Employee costs - capital	1,169	1,667	1,713	1,760	1,808
Total staff expenditure	56,065	59,167	57,031	59,405	62,068
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	552.8	559.1	509.3	509.3	509.3
Total staff numbers	552.8	559.1	509.3	509.3	509.3

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

DEPARTMENT	BUDGET 2018/19 \$'000	COMPRISES			
		PERMANENT		CASUAL	TEMPORARY
		FULL TIME \$'000	PART TIME \$'000	\$'000	\$'000
Community Services	21,432	8,191	9,041	1,176	3,024
Corporate Services	10,449	8,647	1,373	169	260
Infrastructure Services	11,127	10,225	616	41	245
Planning Services	11,720	9,748	1,751	35	186
Total permanent staff expenditure	54,728	36,811	12,781	1,421	3,715
Other expenditure	2,772				
Capitalised labour costs	1,667				
Total expenditure	59,167				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

DEPARTMENT	BUDGET 2018/19	COMPRISES			
		PERMANENT		CASUAL	TEMPORARY
		FULL TIME	PART TIME		
Community Services	227.43	77.00	102.12	12.04	36.28
Corporate Services	90.65	71.00	14.76	1.69	3.20
Infrastructure Services	117.50	107.70	6.30	-	3.50
Planning Services	107.10	86.00	18.91	-	2.20
Total permanent staff expenditure	542.68	341.70	142.09	13.73	45.18
Other expenditure					
Capitalised labour costs	16.38				
Total staff	559.06				

Summary of planned human resources expenditure for the four years ended 30 June 2022

	2018-19	2019-20	2020-21	2021-22
	\$'000	\$'000	\$'000	\$'000
Community Services				
-Permanent full time	8,191	7,814	8,129	8,453
-Permanent part time	9,041	6,655	6,938	7,228
Total Community Services	17,232	14,469	15,067	15,681
Corporate Services				
-Permanent full time	8,647	8,886	9,230	9,584
-Permanent part time	1,373	1,411	1,550	1,692
Total Corporate Services	10,020	10,297	10,780	11,276
Infrastructure Services				
-Permanent full time	10,225	10,506	10,795	11,272
-Permanent part time	616	633	650	668
Total Infrastructure Services	10,841	11,139	11,445	11,940
Planning Services				
-Permanent full time	9,748	10,016	10,442	10,980
-Permanent part time	1,751	1,799	1,954	2,107
Total Planning Services	11,499	11,815	12,396	13,087
Total casuals and other	7,908	7,598	7,957	8,276
Total staff expenditure	57,500	55,318	57,645	60,260
Capitalised labour costs	1,667	1,713	1,760	1,808
Total staff expenditure including capital	59,167	57,031	59,405	62,068

	FTE	FTE	FTE	FTE
Community Services				
-Permanent full time	77	69	69	69
-Permanent part time	102.12	67.33	67.33	67.33
Total Community Services	179.12	136.33	136.33	136.33
Corporate Services				
-Permanent full time	71	71	71	71
-Permanent part time	14.76	14.76	14.76	14.76
Total Corporate Services	85.76	85.76	85.76	85.76
Infrastructure Services				
-Permanent full time	107.7	107.7	107.7	107.7
-Permanent part time	6.3	6.3	6.3	6.3
Total Infrastructure Services	114	114	114	114
Planning Services				
-Permanent full time	86	86	86	86
-Permanent part time	18.91	18.91	18.91	18.91
Total Planning Services	104.91	104.91	104.91	104.91
Total casuals and other	58.9	51.91	51.91	51.91
Total staff numbers	542.69	492.91	492.91	492.91
Capitalised labour costs	16.38	16.38	16.38	16.38
Total staff expenditure including capital	559.07	509.29	509.29	509.29

6.4 Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2017/2018 and 2018/2019. It also considers a number of key performance indicators. Please refer to section 3.2 for the Balance sheet for the four years ending 30 June 2022 and section 3.3 for the Statement of changes in equity for the four years ending 30 June 2022.

6.4.1 Budgeted balance sheet

	FORECAST ACTUAL 2017/2018 \$'000	BUDGET 2018/2019 \$'000	VARIANCE \$'000
Current assets			
Cash and cash equivalents	13,009	13,301	292
Trade and other receivables	9,488	9,841	353
Financial assets	54,000	40,000	(14,000)
Inventories	8	8	-
Other assets	1,642	1,680	37
Total current assets	78,147	64,830	(13,317)
Non-current assets			
Trade and other receivables	179	198	19
Property, infrastructure, plant and equipment	1,086,565	1,119,134	32,569
Total non-current assets	1,086,744	1,119,332	32,588
Total assets	1,164,891	1,184,162	19,271
Current liabilities			
Trade and other payables	10,361	12,743	2,382
Trust funds and deposits	3,092	3,092	-
Provisions	14,080	14,889	809
Interest-bearing loans and borrowings	-	-	-
Total current liabilities	27,533	30,724	3,191
Non-current liabilities			
Provisions	1,000	1,069	69
Interest-bearing loans and borrowings	-	-	-
Total non-current liabilities	1,000	1,069	69
Total liabilities	28,533	31,793	3,260
Net assets	1,136,358	1,152,369	16,011
Equity			
Accumulated surplus	348,817	381,387	32,570
Reserves	787,541	770,982	(16,559)
Total equity	1,136,358	1,152,369	16,011

Working capital (\$16.508 million decrease)

Working capital is the excess of current assets above current liabilities. This calculation recognizes that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending. Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities at 30 June.

	FORECAST ACTUAL 2017/2018 \$'000	BUDGET 2018/2019 \$'000	VARIANCE \$'000
Current assets	78,147	64,830	(13,317)
Current liabilities	27,533	30,724	3,191
Working capital	50,614	34,106	(16,508)
Restricted cash and investment current assets			
Statutory reserves	(10,550)	(12,547)	(1,997)
Cash used to fund carry forward capital works	(3,486)	-	3,486
Trust funds and deposits	(3,092)	(3,092)	(0)
Unrestricted working capital	33,486	18,467	(15,019)

Unrestricted working capital may also be committed to completion of carry forward capital works. Refer to notes 4.2.1 for Restricted and Unrestricted Cash and Investments.

6.4.2 Key assumptions

Council's continued adherence to the Long Term Financial Plan has seen its Balance Sheet continue to remain strong. Council's cash position is reflective of its requirements to meet its employee benefit obligations along with sufficient funds to cover receivables, payables and general reserves. In preparing the Budgeted Balance Sheet for the year ending 30 June 2019 it is necessary to make a number of assumptions about assets, liabilities and equity balances.

The key objectives which underlined the development of the original LTFP were management of Council's debt and financial sustainability. The revised model allows for a higher level review of the financial implications of decisions taken currently. The new model will be under constant review to ensure it takes into consideration the vision and commitments as set out in the Council Plan.

The key assumptions are that:

- increase in noncurrent assets, property, infrastructure, plant & equipment, new, renewal, upgrade and maintenance of assets
- other debtors and creditors will remain constant
- long service leave and gratuity payments will remain constant over the year
- a target of 96% of total rates and charges raised will be collected in the 2018/2019 year (2017/2018: 96% forecast actual)
- trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. payment cycle is 30 days
- other debtors and creditors to remain consistent with 2017/2018 levels
- total new capital improvement program is \$55.113 million (excluding carry forwards)

6.5 Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2018/2019 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves. The analysis is based on three main categories of cash flows:

- Operating activities - refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- Investing activities - refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- Financing activities - refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organizations. These activities also include repayment of the principal component of loan repayments for the year.

It is anticipated that there will be a reduction in Council's cash reserves over the next twelve months to fund open space and other projects. Please refer to the section 3.4 for the Statement of cash flows for the four years ending 30 June 2022.

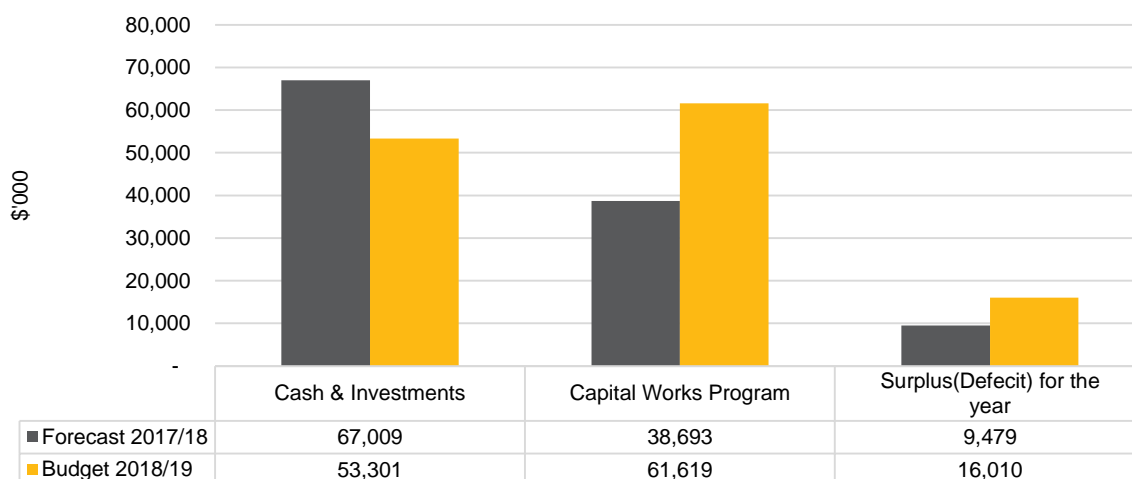
6.5.1 Budgeted cash flow statement

	FORECAST ACTUAL 2017/2018 \$'000	BUDGET 2018/2019 \$'000	VARIANCE \$'000
Cash flows from operating activities			
Receipts			
Rates and charges	96,147	99,784	3,637
Statutory fees and fines	14,400	14,681	281
User fees	11,691	12,948	1,257
Grants - operating	6,829	8,383	1,554
Grants - capital	1,078	7,696	6,618
Contributions - monetary	3,161	3,243	82
Interest	1,600	1,216	(384)
Trust funds and deposits taken	2,369	2,459	90
Other receipts	991	1,028	37
Net GST refund / payment	4,977	4,130	(847)
	143,243	155,568	12,325
Payments			
Employee costs	(54,202)	(56,622)	(2,420)
Materials and services	(63,628)	(60,929)	2,699
Trust funds and deposits repaid	(2,369)	(2,459)	(90)
Other Payments	(1,722)	(1,568)	153
	(121,921)	(121,578)	343
Net cash provided by operating activities	21,322	33,990	12,668
Cash flows from investing activities			
Payments for property, infrastructure, plant & equip.	(29,892)	(48,178)	(18,286)
Proceeds from sale of property, infrastructure, plant & equipment	3,832	480	(3,352)

	FORECAST ACTUAL 2017/2018 \$'000	BUDGET 2018/2019 \$'000	VARIANCE \$'000
Payments for investments	(2,000)	(2,000)	-
Proceeds from investments	2,000	16,000	14,000
Loans and advances made	-	-	-
Repayments of loans and advances	-	-	-
Net cash used in investing activities	(26,060)	(33,698)	(7,638)
Cash flows from financing activities			
Finance costs	-	-	-
Proceeds from borrowings	-	-	-
Repayment of borrowings	-	-	-
Net cash used in financing activities	-	-	-
Net decrease in cash and cash equivalents	(4,738)	292	5,030
Cash and cash equivalents at the beginning of the year	17,747	13,009	(4,738)
Cash and cash equivalents at end of the year	13,009	13,301	292

Reconciliation of cash and operating result

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



Cash and equivalents, reduction in 2018/2019 is predominantly caused by the completion of carried forwards capital project and project funded from reserves. Section 2.6 provides a full reconciliation of the Operating Result (accrual basis) with the Cash Result. Council has budgeted for a break even result on a cash basis.

	FORECAST ACTUAL 2017/2018 \$'000	BUDGET 2018/2019 \$'000	VARIANCE \$'000
Surplus (deficit) for the year	9,478	16,011	6,533
Depreciation	17,241	17,971	730
Loss (gain) on disposal of property, infrastructure, plant & equipment	(3,832)	(480)	3,352
Finance Cost	0	0	0
Net movement in current assets and liabilities	(1,565)	488	2,053
Cash flows available from operating activities	21,322	33,990	12,668

6.5.2 Restricted and Unrestricted Cash and Investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted overall cash and investments of \$53.301 million is restricted. Balance Sheet Notes (Section 4.2.1) has details on restrictions and the intended allocations for specific future purposes.

6.6. Analysis of capital budget

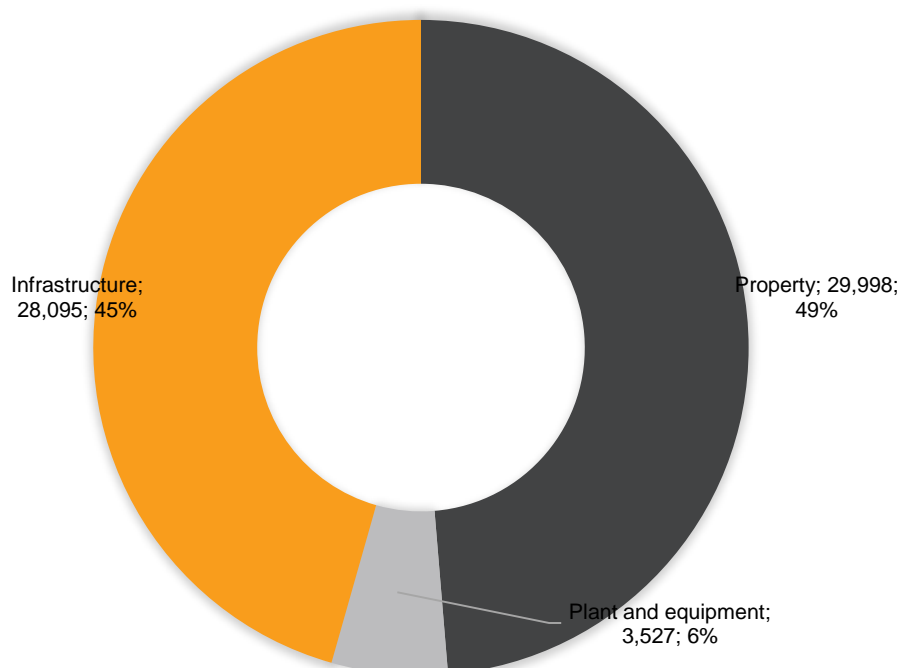
This section analyses the planned capital works expenditure budget for the 2018/2019 year and the sources of funding for the capital budget. Please refer to the section 3.5 for the Statement of Capital Works for the four years ending 30 June 2022.

6.6.1 Capital works expenditure

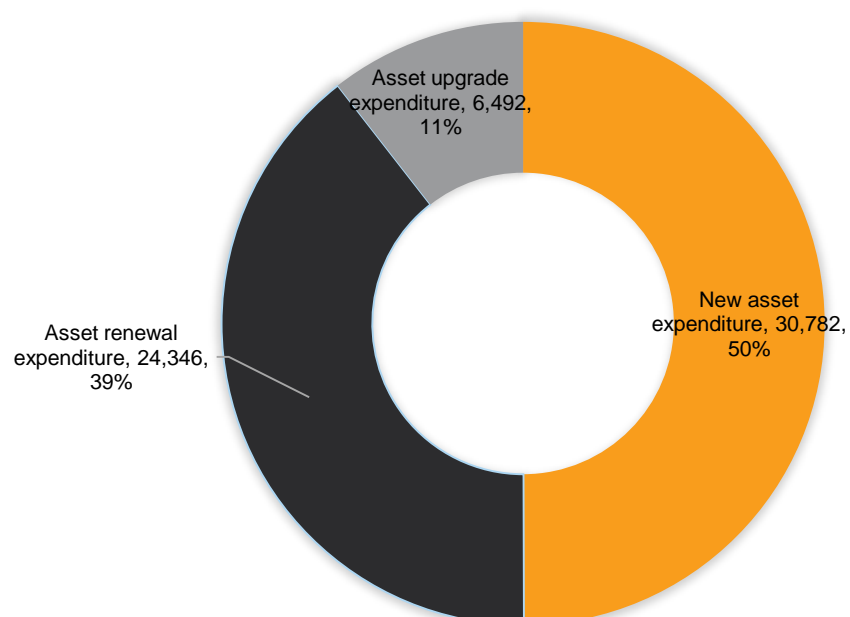
	FORECAST ACTUAL 2017/2018 \$'000	BUDGET 2018/2019 \$'000	VARIANCE \$'000
CAPITAL WORKS AREAS			
Property			
Land	680	2,214	1,534
Land improvements	-	-	-
Total land	680	2,214	1,534
Buildings	9,278	27,784	18,506
Heritage buildings	100	-	(100)
Building improvements	-	-	-
Leasehold improvements	-	-	-
Total buildings	9,378	27,784	18,406
Total property	10,058	29,998	19,940
Plant and equipment			
Heritage plant and equipment	-	-	-
Plant, machinery and equipment	1,730	1,200	(530)
Fixtures, fittings and furniture	-	-	-
Computers and telecommunications	1,433	1,360	(73)
Library books	850	967	848
Total plant and equipment	4,013	3,527	(486)
Infrastructure			
Roads	11,403	14,649	3,246
Bridges	286	30	(256)
Footpaths and cycle ways	3,104	2,878	(226)
Drainage	471	400	(71)

	FORECAST ACTUAL	BUDGET	VARIANCE
CAPITAL WORKS AREAS	2017/2018 \$'000	2018/2019 \$'000	\$'000
Waste management	350	350	0
Parks, open space and streetscapes	7,599	9,223	(1,624)
Off street car parks	392	485	(93)
Other infrastructure	1,017	80	(937)
Total infrastructure	24,622	28,095	(3,473)
Total Capital Expenditure	38,693	61,620	(22,927)
Total capital works expenditure	38,693	61,620	(22,927)
Represented by:			
New asset expenditure	10,450	30,782	20,332
Asset renewal expenditure	24,421	24,346	(75)
Asset upgrade expenditure	3,822	6,492	2,670
Asset expansion expenditure			
Total capital works expenditure	38,693	61,620	22,927

Budgeted capital works 2018/2019



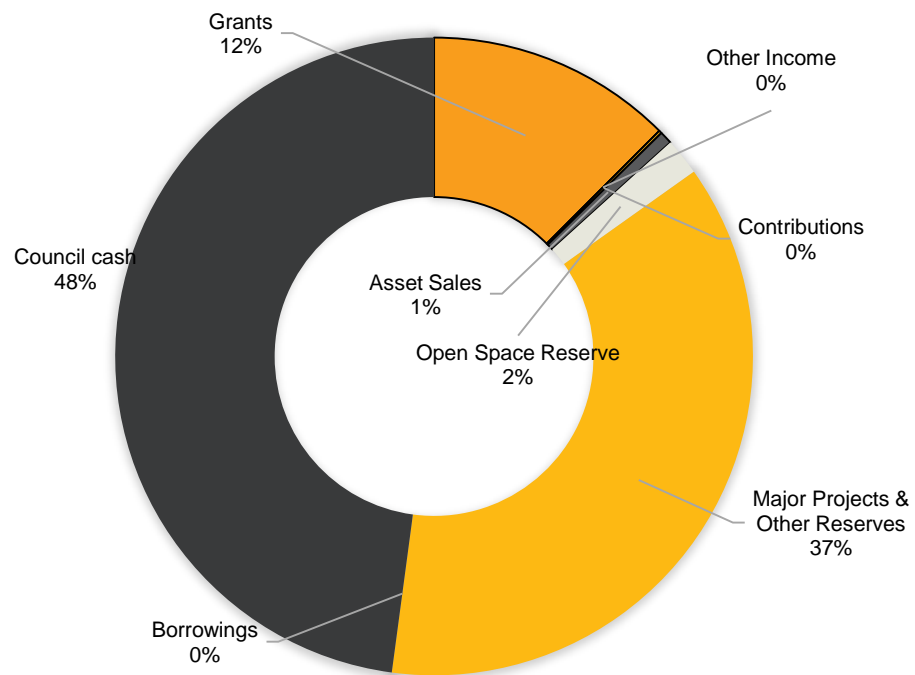
Budgeted capital works 2018/2019



6.6.2 Funding sources

	FORECAST ACTUAL	BUDGET	VARIANCE
SOURCES OF FUNDING	2017/18 \$'000	2018/19 \$'000	\$'000
New and Carry forward works			
Current year funding			
Grants	1,078	7,696	6,618
Council cash	20,550	29,504	8,954
- proceeds on sale of assets	200	400	200
- Contributions	0	90	90
- Other income	55	0	(55)
- Borrowings	0	0	0
- Open Space reserve	2,738	1,156	(1,582)
- Major Projects & Other Reserves	14,072	22,774	8,702
Total Capital Works	38,693	61,620	22,927
Total funding sources	38,693	61,620	22,927

Budgeted total funding sources 2018/2019



For the four year ending 30 June 2022

1. Summary of the planned capital works expenditure

CAPITAL WORKS PROGRAM	PROJECT COST	ASSET EXPENDITURE TYPES				SUMMARY OF FUNDING SOURCES						
	2018/19 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
2018-19												
Property												
Land	2,214	200	1,014	1,000	-	500	-	-	-	200	1,014	500
Buildings	27,784	19,362	4,986	3,436	-	650	90	-	-	-	20,308	6,736
Total property	29,998	19,562	6,000	4,436	-	1,150	90	-	-	200	21,322	7,236
Plant & Equipment												
Computers & telecommunications	1,360	350	1,010	-	-	-	-	-	-	-	-	1,360
Library books	967	-	967	-	-	-	-	-	-	-	-	967
Plant, machinery & equipment	1,200	-	1,200	-	-	-	-	-	400	-	300	500
Total plant & equipment	3,527	350	3,177	-	-	-	-	-	400	-	300	2,827
Infrastructure												
Bridges	30	-	30	-	-	-	-	-	-	-	-	30
Drainage	400	-	400	-	-	-	-	-	-	-	-	400
Footpath & cycleways	2,878	970	908	1,000	-	-	-	-	-	750	-	2,128
Off-street car parks	485	-	485	-	-	-	-	-	-	-	-	485
Parks, open space & streetscapes	9,223	3,775	4,592	856	-	500	-	-	-	206	950	7,567
Recreational, leisure & community facilities	-	-	-	-	-	-	-	-	-	-	-	-
Roads	14,649	5,820	8,629	200	-	6,046	-	-	-	-	202	8,401
Waste management	350	225	125	-	-	-	-	-	-	-	-	350
Other infrastructure	80	80	-	-	-	-	-	-	-	-	-	80
Total - Infrastructure	28,095	10,870	15,169	2,056	-	6,546	-	-	-	956	1,152	19,441
Total - Capital works & asset improvement 2018/19	61,620	30,782	24,346	6,492	-	7,696	90	-	400	1,156	22,774	29,504

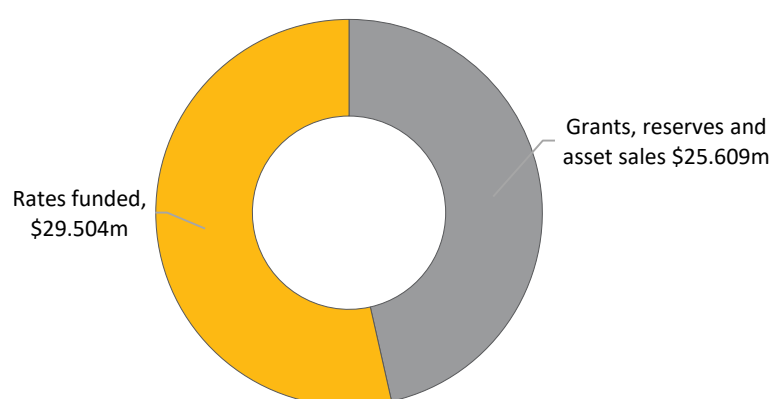
CAPITAL WORKS PROGRAM	PROJECT COST	ASSET EXPENDITURE TYPES				SUMMARY OF FUNDING SOURCES						
	2019/20 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
2019-20												
Property												
Land	3,700	3,700	-							2,700		1,000
Buildings	22,847	15,492	3,049	4,306		6,513		10,000			1,928	4,406
Total property	26,547	19,192	3,049	4,306	-	6,513	-	10,000	-	2,700	1,928	5,406
Plant & equipment												
Computers & telecommunications	1,429	563	866									1,429
Library books	848		848									848
Plant, machinery & equipment	991		991						400		300	291
Total plant & equipment	3,268	563	2,705	-	-	-	-	-	400	-	300	2,568
Infrastructure												
Bridges	324	258	24	42		100						224
Drainage	2,501	435	1,741	325								2,501
Footpath & cycleways	1,175		1,175									1,175
Off-street carparks	794	47	644	103		150						644
Parks, open space & streetscapes	13,123	9,687	1,730	1,706		5,008	1,050			2,300		4,765
Recreational, leisure & community facilities	59		59	-								59
Roads	21,126	5,964	12,416	2,746		6,046					1,464	13,616
Waste management	-			-								-
Other infrastructure	391	206	141	44								391
Total - infrastructure	39,494	16,597	17,930	4,966	-	11,304	1,050	-	-	2,300	1,464	23,376
Total – capital works & asset improvement 2019/20	69,308	36,352	23,684	9,272	-	17,817	1,050	10,000	400	5,000	3,692	31,349

CAPITAL WORKS PROGRAM	PROJECT COST	ASSET EXPENDITURE TYPES				SUMMARY OF FUNDING SOURCES							
2020-21	2020/21 \$ (000)	NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)	
Property													
Land	4,100	3,362	-	738		100				2,700		1,300	
Buildings	37,064	28,170	2,710	6,184		15,000		5,000			10,000	7,064	
Total property	41,164	31,532	2,710	6,922	-	15,100	-	5,000	-	2,700	10,000	8,364	
Plant & equipment													
Computers & telecommunications	1,208	600	608									1,208	
Library books	773	-	773									773	
Plant, machinery & equipment	862	-	862						400		300	162	
Total plant & equipment	2,843	600	2,243	-	-	-	-	-	400	-	300	2,143	
Infrastructure													
Bridges	28	-	28									28	
Drainage	2,299	32	1,467	800								2,299	
Footpath & cycle way's	960	-	960									960	
Off-street carparks	881	138	543	200								881	
Parks, open space & streetscapes	12,734	6,482	3,304	2,948		1,500	1,700			1,850	2,000	5,684	
Recreational, leisure & community facilities	49	-	49									49	
Roads	13,791	519	10,790	2,482		1,046					1,848	10,897	
Waste management	-	-	-									-	
Other infrastructure	470	150	120	200								470	
Total - infrastructure	31,212	7,321	17,261	6,630	-	2,546	1,700	-	-	1,850	3,848	21,268	
Total - capital works & asset improvement 2020/21	75,219	39,453	22,214	13,552	-	17,646	1,700	5,000	400	4,550	14,148	31,775	

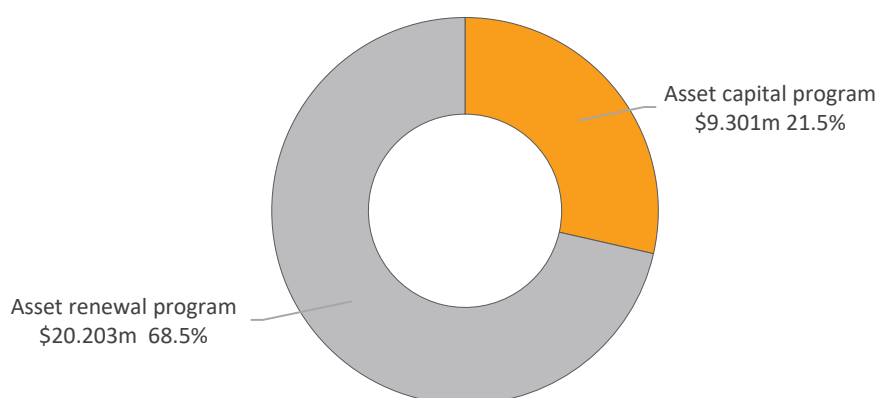
CAPITAL WORKS PROGRAM	PROJECT COST	ASSET EXPENDITURE TYPES				SUMMARY OF FUNDING SOURCES						
		NEW \$ (000)	RENEWAL \$ (000)	UPGRADE \$ (000)	EXPANSION \$ (000)	GRANTS \$ (000)	CONTRIBUTIONS \$ (000)	BORROWINGS \$ (000)	ASSET SALES \$ (000)	OPEN SPACE RESERVE \$ (000)	MAJOR PROJECTS & OTHER RESERVES \$ (000)	COUNCIL CASH \$ (000)
2021-22	2021/22 \$ (000)											
Property												
Land	1,500	-	-	1,500		100				1,000		400
Buildings	28,505	23,756	3,030	1,719		20,000						8,505
Total property	30,005	23,756	3,030	3,219	-	20,100	-	-	-	1,000	-	8,905
Plant & equipment												
Computers & telecommunications	1,185	638	547									1,185
Library books	748	-	748									748
Plant, machinery & equipment	819	-	819						400		300	119
Total plant & equipment	2,752	638	2,113	-	-	-	-	-	400	-	300	2,052
Infrastructure												
Bridges	323	200	23	100		100						223
Drainage	2,085	400	1,393	292								2,085
Footpath & cycleways	902	-	902									902
Off-street carpark	1,242	300	529	413			450					792
Parks, open space & streetscapes	10,728	5,303	3,841	1,584		300	1,820			1,000		7,609
Recreational, leisure & community facilities	49	-	49									49
Roads	13,167	1,592	9,844	1,731		1,046					1,874	10,247
Waste management	-	-	-									-
Other infrastructure	117	-	117									117
Total - infrastructure	28,613	7,795	16,698	4,120	-	1,446	2,270	-	-	1,000	1,874	22,022
Total - capital works & asset improvement 2021/22	61,369	32,189	21,841	7,339	-	21,546	2,270	-	400	2,000	2,174	32,979

The Council is committed to provide financial sustainability in the management of assets at the same time meeting the community needs and provide agreed level of service to the community. This is the reason the council provides a Capital Works and Improvement Program (CWIP) for asset renewal, creation, upgrade or expansion.

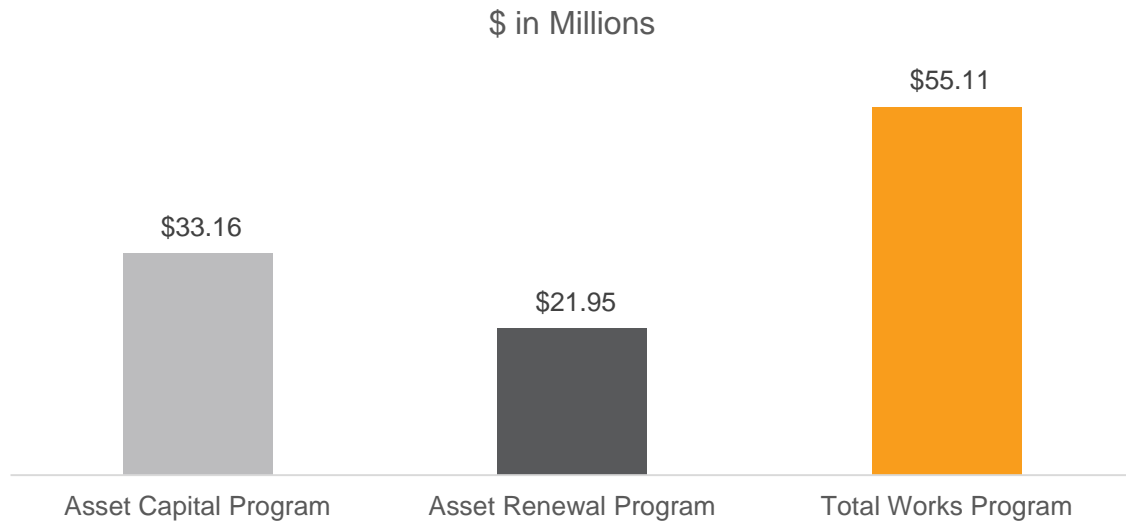
The CWIP is funded through various sources like Grants, Reserves, Rates and Revenues. The total rates revenue for 2018/19 is \$98.346 million. As per the Council Policy, 30% of the revenue from rates are allocated to the current capital works budget (excluding carry forward). The current budget (excluding carry forward) CWIP for 2018/19 is \$55.113 million which comprises \$29.504 million from rates revenue which is 30% of the rates revenue of 2018/19 and remaining \$25.609 million is funded from Grants, Reserves and Asset Sales.



The Council is then required to split the funding from rates (\$29.504 million) in two categories namely Asset Renewal Program and Asset Capital Program as below.



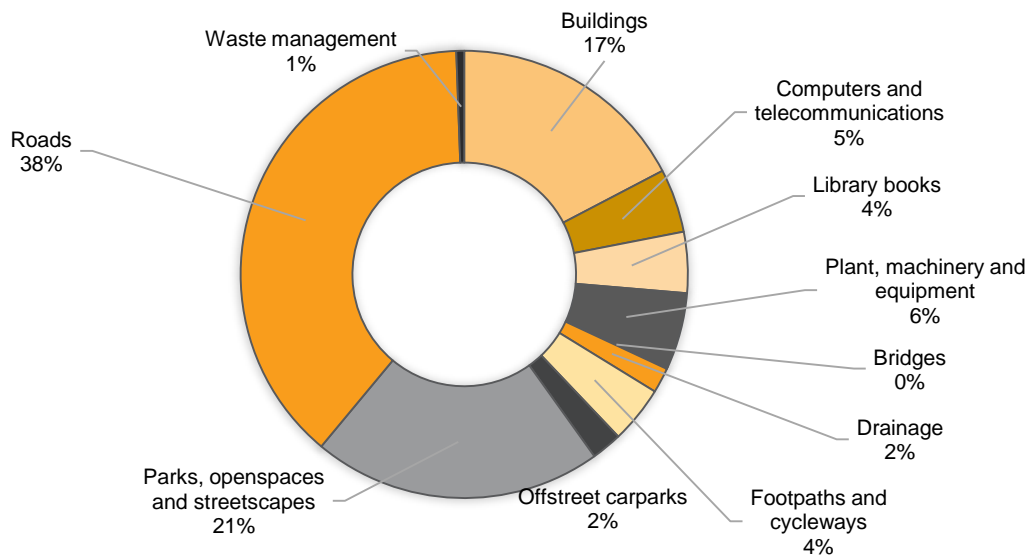
The Council splits the full CWIP in two major programs by the expenditure type namely Asset Renewal Program of \$20.203 million and Asset Capital Program of \$9.301 million.



Asset renewal program

The asset renewal program is for the provision of sustainable asset management practises for present and future. These programs are developed by focussing on addressing the current level of asset condition degradation in line with current service levels for each asset class and is developed to replace or renew the asset that is consumed during the life of the asset.

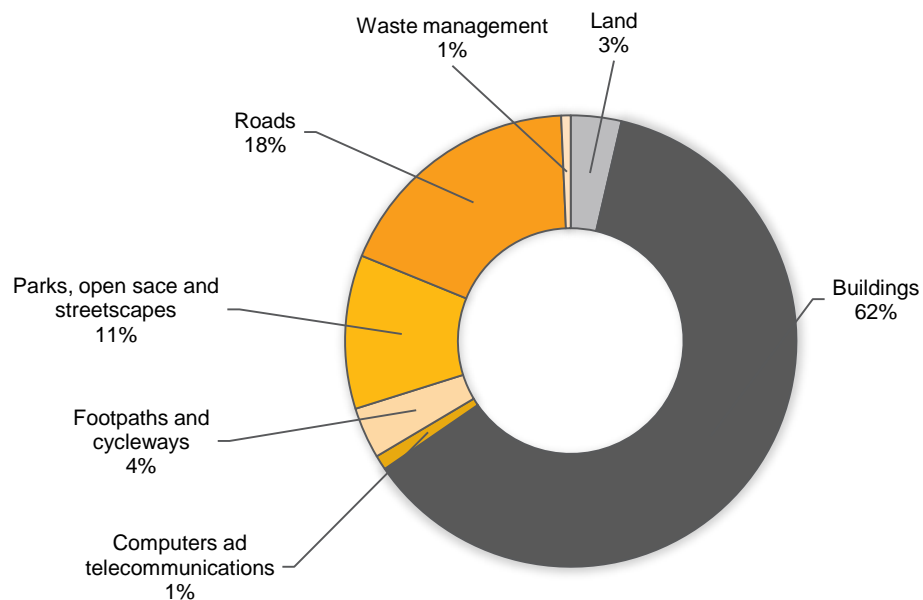
For 2018/19, the Asset renewal program is \$21.9 million (excluding carry forwards) of which \$20.203 million is funded from rates and \$1.746 million is funded through grants, reserves and sales. The asset renewal program by asset type is as below.



Asset capital program

The asset capital program is for the provision to cater for the demands of the community in terms of Growth, Expectation, Betterment and Improved Service Standards. These programs are developed by focussing on addressing the functionality, capacity and utilisation of the assets.

For 2018/19, the Asset capital program is \$33.164 million of which \$9.3 million is funded from rates and \$23.863 million is funded through grants, reserves and sales. The total funding available for CWIP from rates is \$9.3 million. The asset capital program by asset type is as below.



7. Long term strategies

This section includes the following analysis and information

- Strategic Resource Plan
- Rating Strategy
- Other long term strategies

7.1 Strategic Resource Plan

The Strategic Resource Plan (SRP) identifies the resources required to achieve the objectives detailed in the Council Plan over the next four years. The strategic resource plan is integral to the Council plan and identifies and assesses the resources required both financial and non-financial to achieve the objectives of the Council. The SRP is Council's longer term report to the community and links to other key Council strategies and documents. Council's capacity to deliver the objectives of the Council Plan is based on service culture, values, people, good governance, business systems and technology, asset management, risk and environmental management, competent financial planning and the application of Best Value principles.

The SRP is divided into four sections (refer section 6):

- Plan development
- Financial resources.
- Financial performance indicators
- Non-financial resources

Plan development

The Act requires a Strategic Resource Plan to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2018/2019 to 2020/2021 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- maintain existing service levels
- continue to achieve operating services
- maintain a capital works and asset improvement program that continues to address the needs of the community and reduce the infrastructure gap
- achieve a balanced budget on a cash basis.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

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

The following targets have been put in place in Councils' Long Term Financial Strategy to ensure the above principles are achieved.

Balanced budget

- positive Underlying Result Ratio; (VAGO)
- self-financing ratio greater than 20%; (VAGO)
- indebtedness ratio less than 40%; (VAGO) and
- no deficit budgets unless liquidity targets are achieved (City of Maribyrnong)

Liquidity

- working capital ratio greater than 140%; (VAGO) and
- adjusted working capital ratio greater than 175% (VAGO)

Sustainability

- investment gap ratio greater than 150%; (VAGO)
- infrastructure renewal ratio greater than 100%; (VAGO)
- sustainability assessment by the Victorian Auditor-General as low risk; (VAGO) and
- a minimum 30% of Rates revenue applied to Capital (City of Maribyrnong)
- a minimum 70% of Capital applied to Asset Renewal (City of Maribyrnong)

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

Financial resources

To assist Maribyrnong Council in adopting annual budgets within a longer term framework, Council developed a Long Term Financial Plan (LTFP) in 1999 as a part of its ongoing financial planning. The key objectives which underlined the development of the original LTFP were management of Council's debt and financial sustainability. The revised model allows for a higher level review of the financial implications of decisions taken currently. The new model will be under constant review to ensure it takes into consideration the vision and commitments as set out in the Council Plan.

The key financial objectives which underpin the LTFP are:

- maintain existing service levels
- capital works and improvement program of approximately 30% from rates
- achieve a balanced budget on a cash basis
- ensure Council is able to meet its debt commitments in the long term
- address the infrastructure gap and provide for community infrastructure requirements in to the future

The LTFP is updated and reviewed (annually) to reflect the most up to date conditions. The review addresses the following:

- Council's financial performance and position
- revenue and rating strategy
- long term borrowing and debt strategy
- infrastructure strategy
- service delivery strategy

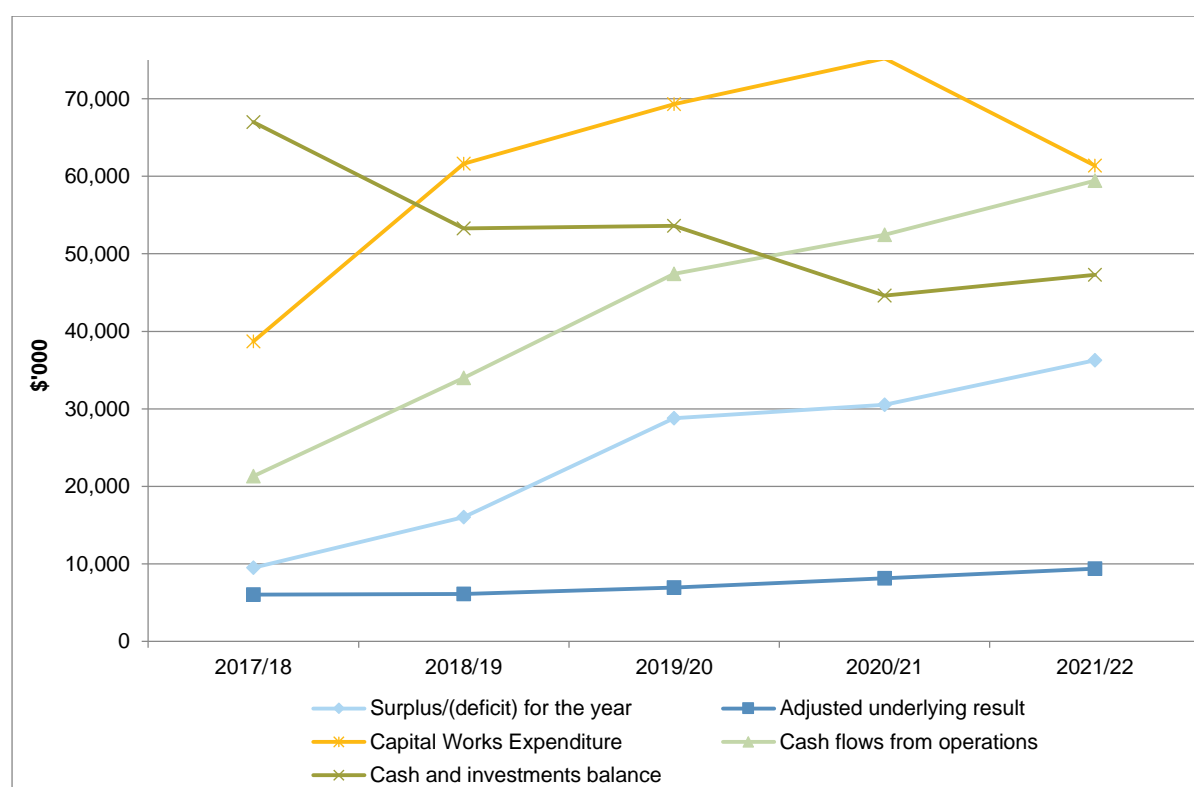
The following table summarises the key financial indicators for the next four years as set out in the SRP for years 2018/2019 to 2021/2022. Section 3 and Section 6 includes a more detailed analysis of the financial resources to be used over the four year period.

	FORECAST ACTUAL	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS			TREND
INDICATOR	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	+o/-
Surplus/(deficit) for the year	9,478	16,011	28,775	30,519	36,283	+
Adjusted underlying result	6,021	6,118	6,946	8,145	9,371	+
Cash and investments balance	67,009	53,301	53,604	44,595	47,295	-
Cash flows from operations	21,322	33,990	47,402	52,449	59,443	+
Capital works expenditure	38,693	61,620	69,308	75,219	61,369	+

Key to Forecast Trend:

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

The following graph shows the general financial indicators over the four year period.



The key outcomes of the SRP are as follows:

- financial sustainability - Cash and investments is forecast to decrease over the four year period from \$53.3 million to \$47.3 million.
- service delivery strategy – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in years 2018/2019 to 2021/2022.
- borrowing strategy – new borrowings as further explained in the below (section 7.3).
- asset and infrastructure (section 7.3).

7.2 Rating strategy

Rating strategy

The Exposure Draft of the Local Government Bill proposes a move from Net Annual Value (NAV) rating system to Capital Improved Value (CIV) rating system.

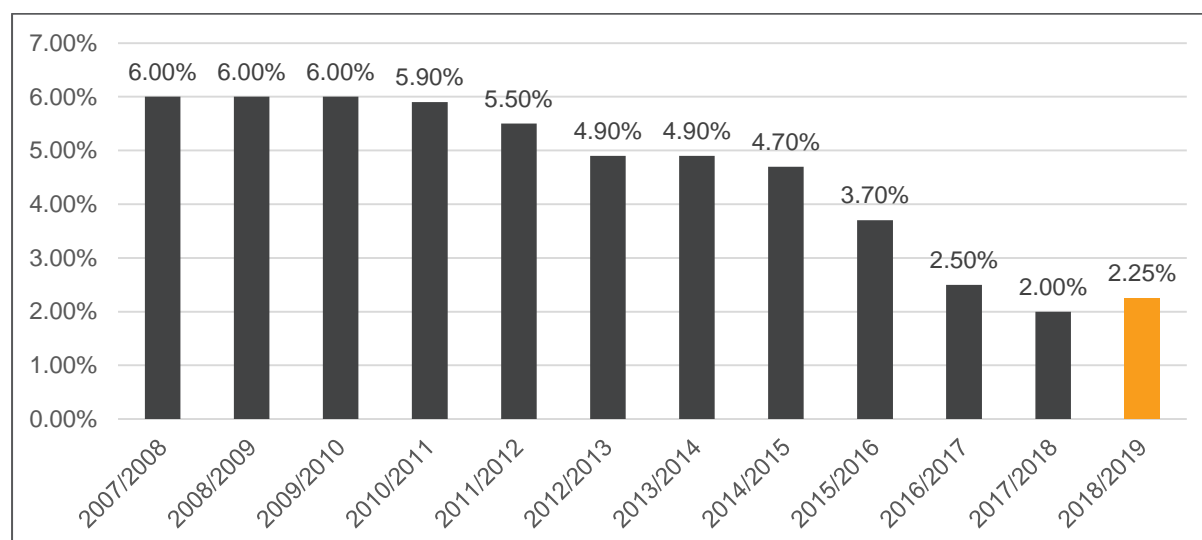
Valuations now and in the future

Up until now and including the 2018 revaluation, property valuations occurred every two years and were carried out by a valuation authority (a municipal council or the Valuer-General). From 2019, valuations will be conducted annually and the Valuer-General will be the sole valuation authority. The Valuer-General will also provide valuations to councils and the State Revenue Office.

For the future Council's rating strategy should essentially be based around meeting the following two core principles;

1. ensuring that the rating strategy is consistent with the principles of sound financial management as espoused in the Local Government Act (1989) in that Council must "pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden"
2. balancing the competing needs of confining increases in rates to as low as practicable whilst also ensuring that Council's financial decisions in the present day prudently account for both existing needs and those of future generations in terms of both accessing services and providing the appropriate facilities and infrastructure. In terms of the first principle, the below graph highlights the percentage rate increases that have been applicable at Maribyrnong City Council.

Rate increases - financial years



Rate percentage increases 2007/2008 to 2018/2019

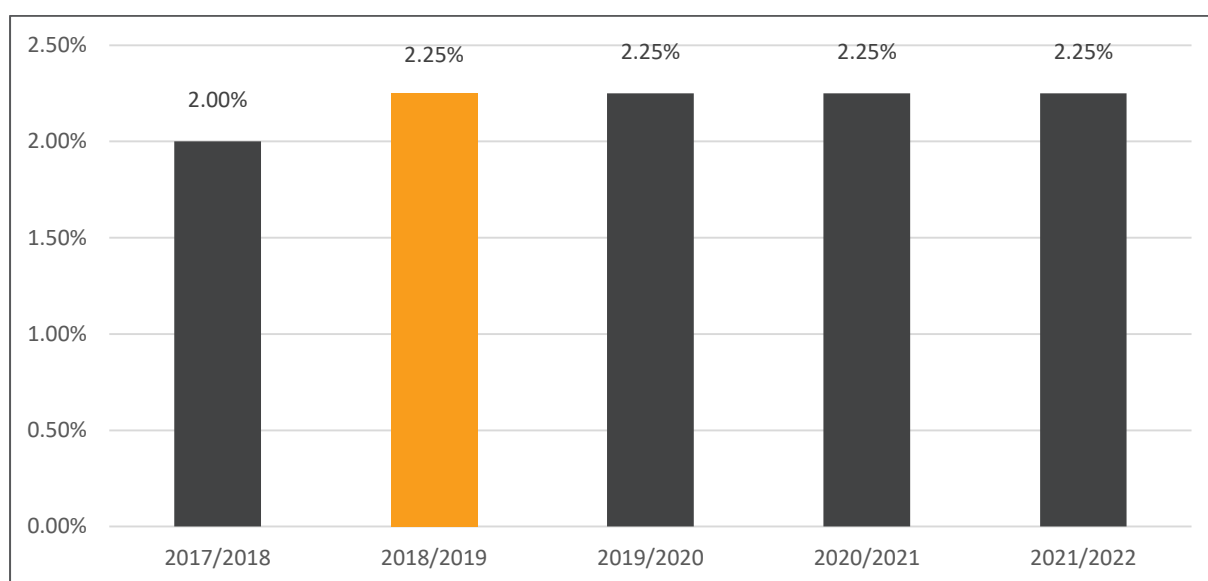
With the introduction of the State Governments Rate Capping in 2016/2017 financial year Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

It may not be possible for Council to deliver rate increases linked solely to the Rate Cap set by the Minister for Local Government. With Council dealing with aging infrastructure and grant revenues that do not keep pace with the CPI index and the cost of providing Council services escalating at a rate higher than the CPI.

Council's historical record portrays a reasonable approach in ensuring a stable outcome in terms of rating levels. This stability is considered to be prudent financial management and it is crucial that future approaches provided for in this Long Term Financial Plan continue to enhance the ability of Council to deliver this outcome.

Adopted future rate increases in the LTFP is in line with the Rate Cap set by the Minister for Local Government.

Future rate increases



Basis of rating

Currently, Council rates are levied on the Net Annual Value (NAV) method of properties. The valuations as determined by independent Valuer's and certified by the Valuer General Victoria. Maribyrnong Council uses the Net Annual Value (NAV) system to determine its property rates – which is the fairest system for the ratepayers in our City. Council begins by calculating a new valuation – or Capital Improved Value (CIV) – of a property.

The CIV is the site value plus any improvements to the land (i.e. structures such as a house/garage etc.)

Council then works out the NAV for each property as:

- for residential properties: 5% of the CIV
- for commercial and industrial properties: 5% (or greater) of the CIV

For example a residential property valued (CIV) at \$600,000 is calculated as:

$\$600,000 \times .05 = \$30,000$ (NAV)

Your property's rates amount is then worked out by using the formula:

$\text{NAV} \times \text{rate in the dollar} = \$ \text{ amount of rates}$

(The 'rate in the dollar' is the same figure for everyone, i.e. 5.611608 cents - 2018/2019)

Residential impact for 2018/2019

The 2018/2019 financial year is a revaluation year, which means that all property valuations were reviewed in accordance with the Valuation of Lands Act 1960 and the Local Government Act 1989.

The revaluation process is conducted for all properties within Council's municipal boundaries on a two-yearly basis.

The next general revaluation will be in the 2019/2020 financial year at a level of value date of 1 January 2019 for implementation on 1 July 2019.

It is important to note that property revaluations do not increase the amount of rate revenue raised by Council – it only redistributes who pays the rates. The below table highlights the movements in property valuations by Council's rating type over the past two years.

Rating structure

TYPE OR CLASS OF LAND	2017/2018	2018/2019		2017/2018	2018/2019	
RATING TYPE	CIV (\$000)	CIV (\$000)	% Change	NAV (\$000)	NAV (\$000)	% Change
Residential	21,922,439	27,262,502	24.36%	1,096,963	1,368,674	24.77%
Commercial	3,634,888	4,565,258	25.60%	222,116	256,050	15.28%
Industrial	1,622,624	1,731,653	6.72%	120,743	127,819	5.86%
Total value of land	27,179,951	33,559,412	23.47%	1,439,822	1,752,543	21.72%

The following shows the disbursement in rates for 2018/2019 by percentage and by rating type.

RATING TYPE	2017/2018	2018/2019
Residential	76.19%	78.10%
Commercial	15.42%	14.61%
Industrial	8.39%	7.29%
Total	100.00%	100.00%

General revaluation and supplementary reviews

Council's contract Valuers have carried out supplementary valuations in accordance with the Valuation of Land Act and the Local Government Act.

Part of the process means they will investigate and inspect at least 50% of properties within the revaluation cycle in line with 2018 valuation best practice guidelines.

RESIDENTIAL	CIV	CIV	INCREASE IN CIV	NAV	NAV	INCREASE IN NAV
	2017-2018	2018-2019	%	2017-2018	2018-2019	%
	(\$000)	(\$000)		(\$000)	(\$000)	
Braybrook	1,746,808.0	2,218,928.0	27.03%	87,340.4	111,820.8	28.03%
Footscray	3,880,865.0	4,789,237.0	23.41%	194,249.8	241,978.3	24.57%
Kingsville	1,057,755.0	1,320,445.0	24.83%	52,887.8	66,318.3	25.39%
Maidstone	2,147,359.0	2,692,120.0	25.37%	107,700.2	135,287.2	25.61%
Maribyrnong	3,700,999.0	4,460,553.5	20.52%	185,050.0	223,050.2	20.54%
Seddon	1,693,140.0	2,141,005.0	26.45%	84,657.0	107,176.6	26.60%
West Footscray	2,746,333.0	3,559,421.0	29.61%	137,409.2	178,527.9	29.92%
Yarraville	4,949,180.0	6,080,792.1	22.86%	247,669.1	304,514.8	22.95%
Total	21,922,439.0	27,262,501.6	24.36%	1,096,963.3	1,368,673.9	24.77%

There are many and varied triggers and reasons why a property may require a supplementary valuation and some of these include:

- development of vacant land
- change in occupancy
- new subdivisions
- renovations and extensions
- sale of non rateable properties
- consolidation of properties

Rate payment options

Maribyrnong City Council will maintain the mandatory instalment payment system for 2018/2019. Ratepayers can elect to pay whatever number of payments that best meets their individual needs on the proviso that as a minimum, they remain ahead of the payments amounts that would fall due under the quarterly payment methodology.

The following instalment dates apply in 2018/2019:

- 30 September 2018
- 30 November 2018
- 28 February 2019
- 31 May 2019

Due dates for the payment of rates will be detailed on the annual rate notice. Reminder notices will be sent to ratepayers prior to each instalment due date.

COUNCIL RATE INCREASES OVER THE PAST 10 YEARS		
YEAR	% INCREASE	TOTAL RATES RAISED \$ (000)
2007/2008	~6.0%	48,568
2008/2009	~6.0%	52,507
2009/2010	#6.0%	56,654
2010/2011	#5.9%	60,853
2011/2012	#5.5%	65,123
2012/2013	#4.9%	69,456
2013/2014	#4.9%	75,313
2014/2015	#4.7%	82,006
2015/2016	#3.7%	87,294
2016/2017	2.5%	90,657
2017/2018	2.0%	94,771
2018/2019	2.25%	98,346
~ 2.2% rate increase dedicated to asset renewal		
# 2.0% rate increase dedicated to asset renewal		

7.3 Summary of other strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery. In developing the Strategic Resource Plan (SRP) (see Section 6), borrowings is included as a funding source.

Long Term Financial Strategy

Council has developed a Long-Term Financial Strategy (LTFS) which provides Council with a 10 year blueprint to meet the increased infrastructure and service needs of a diverse and growing community. The foundation for this blueprint is a robust long term financial plan, to deliver a comprehensive major projects program.

Council's Long-Term Financial Strategy (LTFS) 2018-28 will be revised in June 2018 and in accordance with the Council Plan. It will comply with the requirements set by the Victorian Auditor-General's (VAGO) Financial Sustainability Indicators and Maribyrnong City Councils best practice indicators.

Council's LTFS is based on predicted financial projections and statements. The assumptions surrounding these projections include a balanced budget, agreed liquidity ratios and Long-Term financial sustainability. These assumptions are underpinned by key financial objectives including maintenance of existing service levels, approximately 30% of rate revenue dedicated to capital, achievable Long-Term debt commitments and rate revenue increases in line with the Fair Go Rates System guidelines.

The structure of LTFS is as follows:

Drivers for the Long Term Financial Strategy

- Borrowing Strategy
- Rating Strategy
- Service Delivery Strategy
- Community Infrastructure Plan & Major Projects
- Long Term Financial Plan
- Asset Management Plans
- Reserves & Grants, User Charges & Other Income

The use of input from these strategies provides Council with a comprehensive approach and a capacity to meet sustainability targets.

Objectives and goals of the Long Term Financial Strategy

- balanced budget
- liquidity
- sustainability

Targets and methodology

Targets and methodology to achieve the LTFS. These targets are provided by the VAGO's for financially sustainability indicators and Councils industry best practice indicators.

Risk assessment

A range of risks which relate to the achievement of the LTFS.

- rate capping
- capacity to deliver capital works
- government grants and subsidies

- cost shifting from State and Federal Governments
- cash and investments
- capacity to maintain the 30% of rates to be spend on capital works target.

Borrowings

There are no borrowings included in the 2018/2019 budget and therefore, after making loan principle repayments of \$2.67 million in July 2016 reduced its total borrowings to \$0.

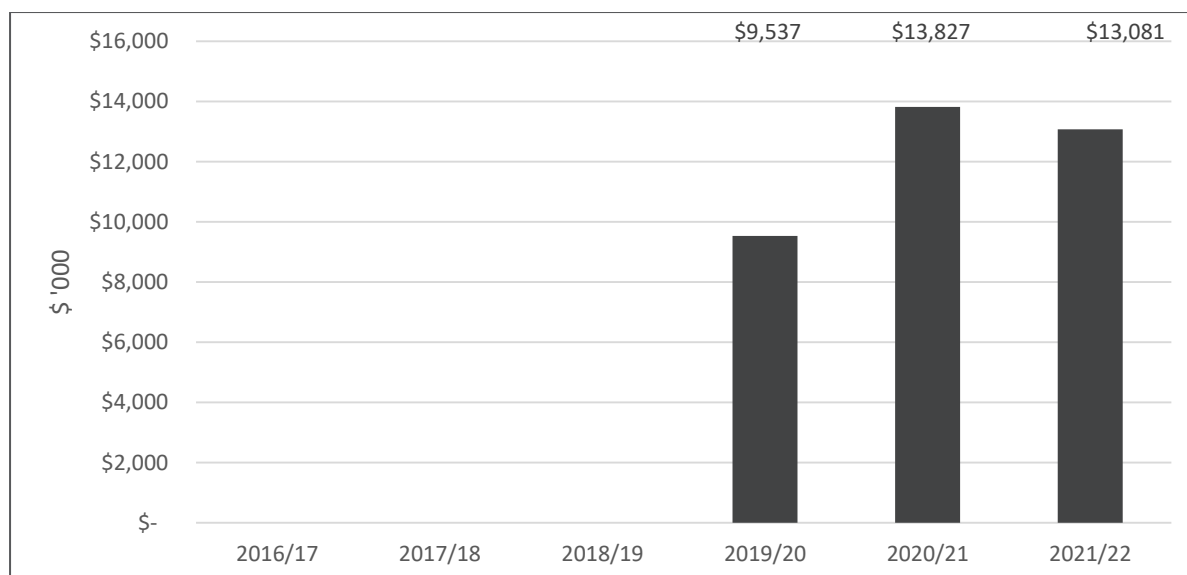
The following table sets out future Adopted borrowings, based on the forecast financial position of Council as at 30 June 2018. In developing the Strategic Resource Plan SRP, borrowings was identified as an important funding source for capital works programs.

It is likely that in future years, borrowings will be required to fund future City Infrastructure Capital projects. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2022.

YEAR	NEW BORROWINGS	PRINCIPAL PAID	INTEREST PAID	BALANCE 30 JUNE
	\$'000	\$'000	\$'000	\$'000
2017/18	-	-	-	-
2018/19	-	-	-	-
2019/20	10,000	463	500	9,537
2020/21	5,000	710	752	13,827
2021/22	-	746	715	13,081

The following graph shows Council's long term debt position.

Debt Profile



Assets/infrastructure

At present, Council is in a similar position to most other Councils facing the ongoing challenges of funding the needs of our aging and diverse asset portfolio because of greater community demands and expectation, growth in population, rate capping, reduction in funding from the Commonwealth Government via the Victoria Grants Commission and accumulated backlog.

Notwithstanding these challenges, Council's Asset Management Improvement Strategy continues to provide Council with the integrated planning framework that generate scenarios and costed options for consideration. This planning framework enables informed decisions to be made on selection and prioritisation of assets for inclusion in the 10 year Capital Works and Renewal program. The 2018- 2019 Capital Works and Renewal program is targeting a \$60 M investment to ensure that our assets and infrastructure are capable of delivering the service outcome for the community in a compliant, functional, affordable and sustainable manner. At the same time the framework assists in mitigating the risk of increasing our backlog. The demand for the creation of new assets is also subject to critical gate way reviews and will generally be driven by growth demand modelling to meet the community demand and service delivery requirements.

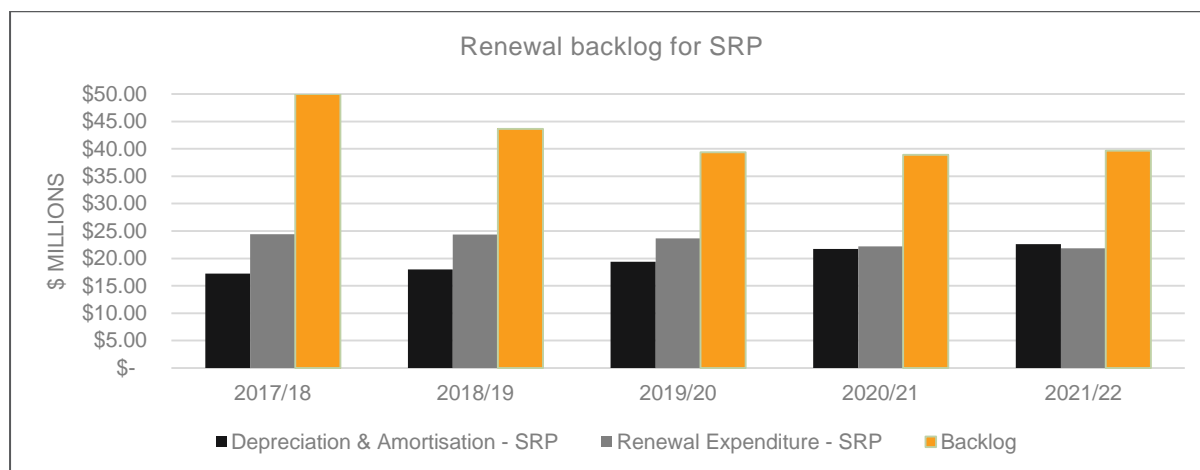
The combination of the two components namely Asset Renewal and Asset Creation are the bases of our Capital Works and Renewal program.

The Capital Works and Renewal Program takes into consideration the use/community requirements (current and future), existing asset condition, rate of asset consumption (backlog) and the renewal funding requirements to meet future community needs and expectations. The Capital Works and Renewal program has been developed through a rigorous process of consultation and evaluation.

The Program aims to achieve financial and asset sustainability in the medium to long term, whilst still achieving Council's broader community vision and corporate objectives as detailed within our Council Plan.

Council Asset Management Policy requires that 30% of Council's total rate revenue is dedicated to the Capital Works Program, which for this financial year is set at \$29.5m. The Asset Policy also requires that 70% of the Capital Works Program is dedicated to the asset renewal program with the remaining dedicated to the creation of new assets, upgrade and extension of existing assets.

The Current Budget Capital Works expenditure for FY18/19 is \$55.113m and consisting of the following funding sources (\$61.620m including carry forwards of \$6.507m). A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels.



Summary of funding sources

SUMMARY OF FUNDING SOURCES							
YEAR	TOTAL CAPITAL PROGRAM	GRANTS	CONTRIBUTIONS	COUNCIL Cash	BORROWINGS	ASSET SALES	MAJOR PROJECTS AND OPEN SPACE RESERVE & OTHER INCOME
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2017/18	38,693	1,078	-	20,550		200	16,865
2018/19	61,620	7,696	90	29,504		400	23,930
2019/20	69,308	17,817	1,050	31,349	10,000	400	8,692
2020/21	75,219	17,646	1,700	31,775	5,000	400	18,698
2021/22	61,369	21,546	2,270	32,979		400	4,174

In addition to using cash generated from its annual operations, and government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves.

Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to open space.

Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, and they are earmarked for a specific purpose.

Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 6) which directly impact the future service delivery strategy are to maintain existing service levels. The Rating Information (see Section 7.2) also refers to rate increases into the future in line with Fair Go Rates System. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

YEAR	SURPLUS (DEFICIT) FOR THE YEAR \$'000	ADJUSTED UNDERLYING SURPLUS (DEFICIT) \$'000
2017/18	9,478	6,021
2018/19	16,011	6,118
2019/20	28,775	6,946
2020/21	30,519	8,145
2021/22	36,283	9,371

Service delivery strategy

The current legislation requires Council to report annually to its community on its achievements in relation to its best value principles.

This means;

- All services provided by Council must meet quality and cost standards.
- Each service provided by Council must be accessible to those members of the community to whom the service is intended.
- All services provided by Council must be responsive to the needs of the community.
- Council must provide continuous improvement in the provision of services to its community.
- Council must develop program of regular consultation with its community in relation to the principles.
- Council must report regularly to its community on its achievements in relation to the principles.

Appendix A Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2018/2019 year.

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
COMMUNITY SERVICES			
Home Care Service (per hour)			
Home care - Base Rate	7.00		7.00
Home Care - Medium Fee	9.50		9.50
Home Care - High Fee Rate	39.20		39.20
Respite Care - Low Rate	3.85		3.85
Respite Care - Medium Fee Rate	5.50		5.50
Respite Care - High Fee Rate	39.15		39.15
National Respite for Carers - Low Rate	3.65		3.65
National Respite for Carers - Medium Rate	4.95		4.95
National Respite for Carers - High Rate	15.05		15.05
Personal Care - Low Rate *	5.40		5.40
Personal Care - Medium Fee Rate	10.65		10.65
Personal Care - High Fee Rate	44.10		44.10
Property Maintenance - Low Rate	14.40		14.40
Property Maintenance - Medium Rate	21.60		21.60
Property Maintenance - High Rate	54.95		54.95
Day Centre Program - Low Rate + meal	9.15		9.15
Day Centre Program - Medium Rate + meal	14.20		14.20
Day Centre Program - High Rate + meal	19.20		19.20
Planned Activity Groups - Low Rate + meal	9.15		9.15
Planned Activity Groups - Medium Rate + meal	14.20		14.20
Planned Activity Groups - High Rate + meal	19.20		19.20
Meals Low Rate (per unit)	9.15		9.15
Meals Medium Rate (per unit)	10.40		10.40
Meals High Rate (per unit)	21.60		21.60
Senior Citizens Centres - casual fee (per hire)	35.64	3.56	39.20
Senior Citizens Centres - community groups (per hire)	72.73	7.27	80.00
Bond (per unit)	375.00		375.00
Brokered services (per unit)			
Home Gardening (per hour)	13.42	1.34	14.76
Day Centre Program (Brokered session + meal) (per session)	10.16	1.02	11.17
Meals (brokered) (per unit)	20.92	2.09	23.01
Home Care (brokered rate)	62.71	6.27	68.98
Respite Care (brokered)	67.70	6.77	74.47
National Respite for Carers - (brokered)	45.85	4.58	50.43
Property Maintenance (brokered) (per unit)	93.88	9.39	103.27
Personal Care (brokered)	67.70	6.77	74.47
Respite Out of Hours -time & a half (brokered)	104.74	10.47	115.21
Respite Out of Hours - double time (brokered)	139.54	13.95	153.49
Personal Care Out of Hours -time & a half (brokered)	104.69	10.47	115.16

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Personal Care Out of Hours - double time (brokered)	139.49	13.95	153.44
Client fees are means tested in accordance with clients' capacity to pay. Brokered rates are adjusted to represent full cost recovery. Fees do not represent a clear increase across all service types in order to keep fees in line with DHS Fees Policy.			
Community Development			
Community Bus (all day/overnight)	84.68	8.47	93.15
Community Bus (5 hours)	34.95	3.50	38.45
Bond Refundable (per hire)	240.00		240.00
Aged Community Transport (Per day)	3.10		3.10
Social Outings (per outing)	3.10		3.10
COMMUNITY SERVICES FAMILY AND YOUTH SERVICE			
Central Register System(CRS)			
Administration Fee per child application	20.00		20.00
Fees will be waived for families who are on a range of concession cards including health care cards, pension cards, temporary protection/humanitarian visas, refugee and special humanitarian visas, asylum seeker bridging visas.			
Children's Centres Sanitary and Hygiene Services			
Nappy Bins (per unit)	107.12		107.12
Sanitary Bins (per unit)	48.10		48.10
Annual Charge (leases)	104.00		104.00
Immunisations			
Flu immunisation (per unit)	25.00		25.00
COMMUNITY SERVICES PHOENIX CENTER			
Organisations with Youth focus group (per hour)			
The Bunker	16.36	1.64	18.00
The Auditorium	19.09	1.91	21.00
The Training room	16.36	1.64	18.00
Meeting room 3	13.64	1.36	15.00
Outside area	13.64	1.36	15.00
Splash gallery * Price On Application	POA	10%	POA
Not for Profit (per hour)			
The Bunker	18.18	1.82	20.00
The Auditorium	21.82	2.18	24.00
The Training room	18.18	1.82	20.00
Meeting room 3	16.36	1.64	18.00
Outside area	16.36	1.64	18.00
Splash gallery * Price On Application	POA	10%	POA
Bonds			
Facility	200.00		200.00
Key	50.00		50.00
Swipe Card	20.00		20.00
Public Liability	25.00		25.00
Package (per day) for multiple rooms & cleaning.			
Gig Package - young people only	240.91	24.09	265.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Room hire (excludes equipment)	295.45	29.55	325.00
Room hire (includes equipment)	386.36	38.64	425.00
Band Memberships (3 months)	109.09	10.91	120.00
Other fees (per event)			
Holiday Program * Price On Application	POA	10%	POA
COMMUNITY SERVICES			
Library			
Reservation/Registration Fee (children free)	1.36	0.14	1.50
Inter library loan fees	16.36	1.64	18.00
Conference room hire Footscray (per hour)	30.00	3.00	33.00
Conference room hire Footscray (Community Rate per hour)	15.00	1.50	16.50
Meeting room 1 hire Maribyrnong/Highpoint (per hour)	30.00	3.00	33.00
Meeting room 1 hire Maribyrnong/Highpoint (Community Rate per hour)	15.00	1.50	16.50
Meeting Room 2 hire Maribyrnong/Highpoint (per hour)	10.91	1.09	12.00
Discussion room hire West Footscray (Commercial rate per hour)	24.55	2.45	27.00
Discussion room hire West Footscray (Community rate per hour)	12.27	1.23	13.50
Discussion room hire Footscray (per hour)	10.91	1.09	12.00
Photocopies A4 (per page) B&W	0.18	0.02	0.20
Photocopies A3 (per page) B&W	0.36	0.04	0.40
Photocopies Colour A3 (per page)	3.00	0.30	3.30
Photocopies Colour A4 (per page)	1.64	0.16	1.80
USB drive (8GB)	9.55	0.95	10.50
Head Phones - Computers	3.18	0.32	3.50
Book sales	POA	10%	POA
Fines - Adults (per day)	0.32	0.03	0.35
Fines - Juniors (per day)	0.18	0.02	0.20
Replacement cards	3.18	0.32	3.50
Unique Management Fee	13.64	1.36	15.00
Lost and damaged books processing fee	POA	10%	7.50
COMMUNITY SERVICES MAIDSTONE COMMUNITY CENTRE			
Commercial users(per hour)			
Main Hall	68.18	6.82	75.00
Green Room	36.36	3.64	40.00
Yellow A	27.27	2.73	30.00
Yellow B	27.27	2.73	30.00
Hall Meeting room	13.64	1.36	15.00
Cottage	36.36	3.64	40.00
Computer Room	36.36	3.64	40.00
Kitchen	31.82	3.18	35.00
Garden	27.27	2.73	30.00
Maidstone Child and Family Centre Community Room	45.45	4.55	50.00
Commercial Package Prices (per hour for a minimum of 6 hours)			
Maidstone Community Centre Hall & Kitchen	90.91	9.09	100.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Maidstone Child and Family Centre - Community room & kitchen	59.09	5.91	65.00
Equipment hire (per use)			
BBQ	45.45	4.55	50.00
AV projector	45.45	4.55	50.00
TV DVD/VCR	45.45	4.55	50.00
Maidstone Child and Family Centre BBQ	22.73	2.27	25.00
Maidstone Child and Family Centre Equipment (Projector, Screen, Blu-ray player)	45.45	4.55	50.00
Community Users (per hour)			
Main hall	34.09	3.41	37.50
Green Room	18.18	1.82	20.00
Yellow A	13.64	1.36	15.00
Yellow B	13.64	1.36	15.00
Hall Meeting room	6.82	0.68	7.50
Cottage	18.18	1.82	20.00
Computer Room	18.18	1.82	20.00
Kitchen	15.91	1.59	17.50
Garden	13.64	1.36	15.00
Maidstone Child and Family Centre Community Room	22.73	2.27	25.00
Community Package Prices (per hour for a minimum of 6 hours)			
Maidstone Community Centre Hall & Kitchen	45.45	4.55	50.00
Maidstone Child and Family Centre - Community Room & Kitchen	29.55	2.95	32.50
Community Equipment hire (per use)			
BBQ hire	22.73	2.27	25.00
AV projector	22.73	2.27	25.00
TV DVD/VCR	22.73	2.27	25.00
Maidstone Child and Family Centre BBQ	9.09	0.91	10.00
Maidstone Child and Family Centre Equipment (Projector, Screen, Blu-ray player)	22.73	2.27	25.00
Public liability Insurance - See Risk management	36.36	3.64	40.00
Bonds			
Bonds (Hall hire)	500.00		500.00
Bonds (Key hire)	60.00		60.00
Courses			
Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	POA	10%	POA
Miscellaneous (per page)			
Printing Black & White only	0.18	0.02	0.20
Photocopying A4	0.18	0.02	0.20
Photocopying A3	0.36	0.04	0.40
*Community Centres may adjust fees and charges to offer a reduction to meet Council Plan actions, strategies and initiatives			
COMMUNITY SERVICES BAYBROOK COMMUNITY HUB			
Commercial Users (per hour)			
Hall	54.55	5.45	60.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Meeting Room 1	27.27	2.73	30.00
Meeting Room 2	36.36	3.64	40.00
Meeting Room 4	45.45	4.55	50.00
Meeting Room 5 Interview Room	18.18	1.82	20.00
Meeting Room 6 - Computer Training room	36.36	3.64	40.00
Meeting Room 7	22.73	2.27	25.00
Meeting Room 8	40.91	4.09	45.00
Meeting Room 9 - Sports pavilion	45.45	4.55	50.00
Community Kitchen	31.82	3.18	35.00
Commercial Equipment hire (per use)			
AV projector	45.45	4.55	50.00
BBQ	22.73	2.27	25.00
Commercial Package Prices (per hour for a minimum of 6 hours)			
Main Hall & Kitchen	72.73	7.27	80.00
Sports pavilion and main kitchen	63.64	6.36	70.00
Community Users (per hour)			
Hall	27.27	2.73	30.00
Meeting Room 1	13.64	1.36	15.00
Meeting Room 2	18.18	1.82	20.00
Meeting Room 4	22.73	2.27	25.00
Meeting Room 5 Interview Room	9.09	0.91	10.00
Meeting Room 6 - Computer Training room	18.18	1.82	20.00
Meeting Room 7	11.36	1.14	12.50
Meeting Room 8	20.45	2.05	22.50
Meeting Room 9 - Sports pavilion	22.73	2.27	25.00
Community Kitchen	15.91	1.59	17.50
Community Equipment hire (per use)			
AV projector	22.73	2.27	25.00
BBQ	22.73	2.27	25.00
Community Package Prices (per hour for a minimum of 6 hours)			
Main Hall & Kitchen	31.82	3.18	35.00
Sports pavilion and main kitchen	27.27	2.73	30.00
Bonds			
Bonds (Hall hire)	500.00		500.00
Bonds (Key hire)	60.00		60.00
Courses (per event)			
Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	POA	10%	POA
Miscellaneous (black & white only per page)			
Photocopying A4	0.18	0.02	0.20
Photocopying A3	0.36	0.04	0.40
Insurance - Risk management (per event)	POA	10%	POA
*Community Centres may adjust fees and charges to offer a reduction to meet Council Plan actions, strategies and initiatives			
COMMUNITY SERVICES MARIBRNONG COMMUNITY CENTRE			

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Commercial Users (per hour)			
Main Hall	77.27	7.73	85.00
Full dining room with access to commercial kitchen	50.00	5.00	55.00
Half dining room with access to commercial kitchen	36.36	3.64	40.00
Half dining room with access to shared kitchenette	31.82	3.18	35.00
Recreation room	45.45	4.55	50.00
Training Room - no computer use	18.18	1.82	20.00
Training Room - with computer use	36.36	3.64	40.00
Commercial Equipment hire (per use)			
AV projector	45.45	4.55	50.00
Commercial Package Prices (per hour for a minimum of 6 hours)			
Main Hall / Large Kitchen / Full Dining	109.09	10.91	120.00
Main Hall / Large Kitchen / Full Dining / Recreation Room	145.45	14.55	160.00
Community Users (per hour)			
Main Hall	38.64	3.86	42.50
Full dining room with access to commercial kitchen	25.00	2.50	27.50
Half dining room with access to commercial kitchen	18.18	1.82	20.00
Half dining room with access to shared kitchenette	15.91	1.59	17.50
Recreation room	22.73	2.27	25.00
Training Room - no computer use	9.09	0.91	10.00
Training Room - with computer use	18.18	1.82	20.00
Community Equipment hire (per use)			
AV projector	22.73	2.27	25.00
Community Package Prices (per hour for a minimum of 6 hours)			
Main Hall / Large Kitchen / Full Dining (New)	54.55	5.45	60.00
Main Hall / Large Kitchen / Full Dining / Recreation Room (New)	72.73	7.27	80.00
Bonds			
Bonds (Hall hire)	500.00		500.00
Bonds (Key hire)	60.00		60.00
Courses			
Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.			POA
Miscellaneous (per page)			
Printing Black & White only	0.18	0.02	0.20
Photocopying A4	0.18	0.02	0.20
Photocopying A3	0.36	0.04	0.40
Public liability Insurance (per event)	36.36	3.64	40.00
*Community Centres may adjust fees and charges to offer a reduction to meet Council Plan actions, strategies and initiatives			
COMMUNITY SERVICES MARIBRNONG AQUATIC CENTER			
Casual Visits			
Adult Entry	6.36	0.64	7.00
10 visit pass Adult	58.18	5.82	64.00
50 visit pass Adult	259.09	25.91	285.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Child Entry	5.09	0.51	5.60
10 visit pass Child	44.55	4.45	49.00
50 visit pass Child	192.73	19.27	212.00
Pensioner/Concession	5.36	0.54	5.90
10 visit pass Pensioner/Concession	48.18	4.82	53.00
50 visit pass Pensioner/Concession	204.55	20.45	225.00
Family Entry	20.45	2.05	22.50
10 visit pass Family	168.18	16.82	185.00
Swim/Sauna/Spa/Steam (S/S/S/S)	11.36	1.14	12.50
10 visit pass S/S/S/S	105.45	10.55	116.00
Pensioner/Concession (S/S/S/S)	8.82	0.88	9.70
10 visit pass Pensioner/Concession (S/S/S/S)	82.73	8.27	91.00
Gymnasium inc Class, S/S/S/S & Locker	24.36	2.44	26.80
Gymnasium inc Class, S/S/S/S/L - Concession	20.73	2.07	22.80
Gymnasium inc Class, S/S/S/S/L 10 visit	213.64	21.36	235.00
Gymnasium inc CLASS, S/S/S/S/L 10 visit - Concession	177.27	17.73	195.00
Women's Night - Adult	8.00	0.80	8.80
Women's Night - Concession	7.27	0.73	8.00
Women's Night - Child	5.00	0.50	5.50
Women's Night - Swimming Lesson 5 visit pass	22.73	2.27	25.00
Women's Night - Family	23.64	2.36	26.00
Women's Night - Adult 10 Visit	74.55	7.45	82.00
Women's Night - Concession 10 Visit	66.36	6.64	73.00
Women's Night - Child 10 Visit	45.45	4.55	50.00
Women's Night - Family 10 Visit	204.55	20.45	225.00
Pool Hire			
Per Lane 25m + entry \$3.50 per person \$5.50 S/S/S	40.91	4.09	45.00
Per Lane 25m + entry \$3.50 per person \$5.50 S/S/S	81.82	8.18	90.00
Centre Per Hour P.O.A	POA	10%	POA
School Lessons - up to 31st Dec. Within City Of Maribyrnong - (Teacher to Student ratio)			
Ratio 1:8 (teacher to student)	5.90		5.90
Ratio 1:10	5.25		5.25
Ratio 1:12	4.95		4.95
School Lessons - up to 31st Dec. Outside City of Maribyrnong - (Teacher to Student ratio)			
Ratio 1:8	6.00		6.00
Ratio 1:10	5.35		5.35
Ratio 1:12	5.05		5.05
Private Swim Lessons - (direct debit fortnightly payment)			
Swim Lesson (per fortnight)	30.40		30.40
Swim Lesson - Concession (per fortnight)	26.10		26.10
Rehabilitation/Disability program (per fortnight)	35.00		35.00
Rehabilitation/Disability program - Concession (per fortnight)	27.00		27.00
School Lessons - from 1st Jan. Within City Of Maribyrnong - (Teacher to Student ratio)			
Ratio 1:8	6.05		6.05
Ratio 1:10	5.38		5.38
Ratio 1:12	5.10		5.10

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
School Lessons - from 1st Jan. Outside City Of Maribyrnong - (Teacher to Student ratio)			
Ratio 1:8	6.15		6.15
Ratio 1:10	5.50		5.50
Ratio 1:12	5.20		5.20
Centre Member's Child Care			
1 child (Swim Lesson time only) 1 hour.	6.00		6.00
10 visit pass (Swim Lesson time only) 1 hour.	52.00		52.00
1 child per 1 1/2 hour	8.00		8.00
10 visit pass	68.00		68.00
1 child per 4.25 hours	24.00		24.00
10 visit pass	190.00		190.00
3 or more children 15% off total fee			
Registration Fee	15.00		15.00
Late Fee per 15 minutes	15.00		15.00
Non Member's Occasional Child Care			
1 child per hour.	14.50		14.50
10 visit pass per hour.	120.00		120.00
1 child per 4.25 hours	42.00		42.00
10 visit pass	375.00		375.00
3 or more children 15% off total fee	0.00		0.00
Registration Fee	15.00		15.00
Late Fee per 15 minutes	15.00		15.00
Programs			
Group Exercise Classes	15.45	1.55	17.00
Group Exercise Classes Concession	13.64	1.36	15.00
10 visit pass	136.36	13.64	150.00
10 visit pass - Concession	118.18	11.82	130.00
Senior classes including S/S/S/S	8.64	0.86	9.50
10 visit pass	77.27	7.73	85.00
Members add on class	7.27	0.73	8.00
Members add on class 10 visit pass	59.09	5.91	65.00
Memberships			
Health Club 6 months	599.09	59.91	659.00
Health Club 12 months	890.00	89.00	979.00
Aquatics Plus 6 month	499.09	49.91	549.00
Aquatics Plus 12 month	726.36	72.64	799.00
Locker 6 month	124.55	12.45	137.00
Locker 12 month	183.64	18.36	202.00
Ultimate 3 month	526.36	52.64	579.00
Ultimate 6 month	671.82	67.18	739.00
Ultimate 12 month	1,026.36	102.64	1,129.00
Off-Peak 6 month	504.55	50.45	555.00
Off-Peak 12 month	713.64	71.36	785.00
Seniors membership	526.36	52.64	579.00
Child Swimming 12 Months	262.73	26.27	289.00
Active Teens - 3 months	163.64	16.36	180.00
Active Teens - 6 months	231.82	23.18	255.00
Active Teens -12 months	422.73	42.27	465.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Gym & Swim Rehab - 3 months	381.82	38.18	420.00
Aquatics Plus Rehab - 3 months	381.82	38.18	420.00
Ultimate Rehabilitation	481.82	48.18	530.00
Administration Fee - Refund	54.55	5.45	60.00
Council memberships per fortnight	20.91	2.09	23.00
*Renewal discount 10% for 3 years + consecutive M'ship	POA	10%	POA
**Concession Discount on Memberships - 15%	POA	10%	POA
Membership Direct Debit			
Joining Fee	81.82	8.18	90.00
Ultimate direct debit per fortnight	36.32	3.63	39.95
Off Peak direct debit per fortnight	27.50	2.75	30.25
Health Club direct debit per fortnight	32.27	3.23	35.50
Aquatics plus direct debit per fortnight	27.73	2.77	30.50
Results Membership direct debit per fortnight min 6 debits	111.82	11.18	123.00
Seniors direct debit per fortnight	19.27	1.93	21.20
Teen Active direct debit per fortnight	17.23	1.72	18.95
Locker direct debit per fortnight	8.27	0.83	9.10
*Renewal discount 10% for 3 years + consecutive M'ship	POA	10%	POA
**Concession Discount on Memberships - 15%	POA	10%	POA
Personal Training			
1/2 Hour Session - Members	39.09	3.91	43.00
12 Session Pack - Members	390.91	39.09	430.00
1 Hour Session - Members	62.73	6.27	69.00
12 Session Pack - Members	627.27	62.73	690.00
Partner PT 30min session- Members	53.64	5.36	59.00
Partner PT 60min session- Members	71.82	7.18	79.00
Team PT 60min session - Members per person	31.82	3.18	35.00
Results Membership Inc. PT 3 months	817.27	81.73	899.00
1/2 Hour Session - Casual	53.64	5.36	59.00
1 Hour Session - Casual	71.82	7.18	79.00
Birthday Parties			
Birthday Party - Per Child No Food	17.73	1.77	19.50
Miscellaneous			
Wages Recovery - Swim Centre etc.	POA	10%	POA
Product Sales - Retail	POA	10%	POA
COMMUNITY SERVICES PARK/EQUIPMENT HIRE FEES			
Park Booking (per day)			
Wedding Ceremony	144.45	14.45	158.90
Private activity - Individual/Family/Corporate Functions	83.86	8.39	92.25
Community activity (50-150 people)	63.36	6.34	69.70
Commercial use (minimum)	1,490.91	149.09	1,640.00
Commercial use (high community benefit)	125.82	12.58	138.40
Public Liability	23.27	2.33	25.60
Event Permit (per day)			
Community/charity event permit	138.50		138.50
Private activity event permit - Individual/Family/Corporate Functions	184.50		184.50
Commercial event permit (minimum)	1,415.00		1,415.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Commercial event permit (high community benefit)	333.00		333.00
Bond Fees			
Community use - (per day minimum)	210.00		210
Private Activities - Individual/Family	210.00		210
Private Activities - Business/Corporate Functions (minimum)	3,382.50		3,382.50
Corporate or commercial use (minimum)	3,382.50		3,382.50
Personal Trainers (per 6 month booking)			
Category 1: 3-5 participates	172.20		172.20
Category 2: 6-15 participates	471.50		471.50
Category 3: 16-40 participates	1,353.00		1,353.00
Crown Land Licence	102.50		102.50
Sport Grounds and Pavilions Type of Use			
Corporate or commercial use (per event / weekend)	3,634.09	363.41	3,997.50
Corporate or commercial use (High Community Benefit) (per day)	274.55	27.45	302.00
Seasonal fees in accordance with Council Policy (adopted August 2008)	POA	10%	POA
Casual hire of Grounds (Per day)	88.45	8.85	97.30
Casual hire of Pavilions (Per day)	88.45	8.85	97.30
Maidstone Tennis Facility			
Monday - Friday (9:00am - 9:00pm) - Community/Not for Profit per hour	40.05	4.00	44.05
Monday - Friday (9:00am - 9:00pm) - Private & Commercial per hour	53.64	5.36	59.00
Saturday - Sunday (2:00pm - 6:00pm) - Community/Not for Profit per hour	40.05	4.00	44.05
Saturday - Sunday (2:00pm - 6:00pm) - Private & Commercial per hour	53.64	5.36	59.00
COMMUNITY SERVICES ARTS & CULTURE SERVICE			
Bluestone Church Arts Venue			
Hire Hall Fee (per day - Under 8.5 hours) Non profit	54.55	5.45	60.00
Hire Hall Fee (per day - Under 8.5 hours) Commercial	81.82	8.18	90.00
Hire Hall Fee (per day - Over 8.5 hours) Non profit	72.73	7.27	80.00
Hire Hall Fee (per day - Over 8.5 hours) Commercial	113.64	11.36	125.00
Hire Hall Fee (per week) Non Profit	272.73	27.27	300.00
Hire Hall Fee (per week) Commercial	409.09	40.91	450.00
Insurance Cost Recovery (per use - casual hirers)	27.27	2.73	30.00
Insurance Cost Recovery (per use - artists in residence)	104.55	10.45	115.00
Public Address (PA) System Fee (per day)	31.82	3.18	35.00
PA Fee (per week)	104.55	10.45	115.00
Security Bond	200.00		200.00
CORPORATE SERVICES			
CUSTOMER SERVICE & CIVIC FACILITIES			
Reception Room Hire (per hour)			
Hire of Reception Room	56.18	5.62	61.80
Hire of Reception Room - Subsidised Not for Profit Organisations (NPO)	20.45	2.05	22.50
Hire of Reception Room	86.82	8.68	95.50
Hire of Reception Room - Subsidised (NPO)	51.09	5.11	56.20
* Standard bond	219.80		219.80

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Insurance - not for profit and community groups	25.00	2.50	27.50
Equipment Hire	POA	10%	POA
CORPORATE SERVICES			
Information Requests			
Application Fee (per application)	28.90		28.90
Supervision Charges (per quarter hour).	5.00		5.00
Search Charges (per hour)	21.30		21.30
A4 copy charges per copy FOI	0.20		0.20
Sale of Information			
Photocopying - Information Requests (per copy)	0.18	0.02	0.20
CORPORATE SERVICES			
REVENUE SERVICES			
Rates Office			
Title Information (per title)	82.50		82.50
Land Information Certificates (LIC) (per certificate)	25.90		25.90
LIC "Urgent 24 hour processing" (per request)	130.00		130.00
PLANNING SERVICES			
ACTIVATION & RELATIONSHIP MANAGEMENT			
Festival Service			
Festival - Commercial fees (per event)	30,750.00	3,075.00	33,825.00
Festival - Commercial site bond (per event)	10,000.00		10,000.00
Food vans (per event)	450.00	45.00	495.00
Creative containers bond (per event)	200.00		200.00
PLANNING SERVICES PARKING AND LOCAL LAWS			
Local Laws			
Inspection fee for Circus, Carnivals & Festivals	85.00		85.00
Filming Permits first day inclusive of application fee	630.00		630.00
Each second and subsequent days of filming	317.00		317.00
Filming parking bay fee (per bay)	58.00		58.00
Traffic management plans review (per hour)	79.00		79.00
Inspection fee for Heavy Vehicular Permit	84.00		84.00
Inspection fee for Camping Permit	84.00		84.00
Inspection fee for Open Air Burning	84.00		84.00
Inspection fee for Camping on Roads	315.00		315.00
Inspection fee for Building Site Fee	148.00		148.00
Impound Fee for Abandoned Vehicles	465.00		465.00
Daily storage fee Abandon Vehicle and other items	48.00		48.00
Release fee for shopping trolleys	110.00		110.00
Impound Fee for Seized items	460.00		460.00
Local Laws Permits			
Goods on Footway (small item)	174.00		174.00
Goods on Footway	332.00		332.00
A Boards (standard)	115.00		115.00
A Boards (large)	174.00		174.00
A Boards (extra-large)	332.00		332.00
Tables & chairs (Per set)	174.00		174.00
Permit for more than 3 Animals (Other than Restricted breed dogs)	48.00		48.00
Permit for other animals (once off fee)	48.00		48.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Permit for more than 3 Restricted Breed Dogs	613.00		613.00
Rubbish Skip Non-commercial shopping centres (up to and including 3 days)	53.00		53.00
Rubbish Skip Non-commercial shopping centres (per day, four days or more)	26.00		26.00
Rubbish Skips (Commercial shopping centres per day)	56.00		56.00
Rubbish Skips (additional days to max of 7 days)	22.00		22.00
Shipping containers on council land (3 days)	128.00		128.00
Storage of building materials on Council land (per day)	31.00		31.00
Itinerant trader (per day)	31.00		31.00
Mobile food Vendor Permit (Daily)	199.00		199.00
Special Mobile food Vendor Permit (site specific tendered)	4,000.00		4,000.00
Standard Mobile food Vendor Permit	3,000.00		3,000.00
Sale of Abandon Vehicles	POA		POA
Resident Parking Permit			
1st resident permit (valid for 1 year)	FREE		FREE
2nd resident permit (valid for 1 year)	60.00		60.00
3rd resident permit (valid for 1 year)	85.00		85.00
1st Visitor permit (valid for 1 year)	50.00		50.00
2st Visitor permit (valid for 1 year)	70.00		70.00
Replacement of "lost" visitor permit	85.00		85.00
Replacement of "lost" disability parking permit	10.00		10.00
Special purpose parking permit (per bay/per day)	25.00		25.00
Hospital South Carpark (HSCP) staff permit (Daily rate)	6.50		6.50
Private residential parking permit short term	12.00		12.00
Private residential parking permit 1 year	26.00		26.00
Work zone Construction Permit(Restricted non Commercial) per day per bay	21.00		21.00
Work zone Construction Permit(Commercial Shopping Strip) per day per bay	31.00		31.00
Work zone Construction Permit(Unrestricted) per day per bay	16.00		16.00
Residential Tradespersons Permit (restricted) per vehicle max 4 weeks	22.00		22.00
Residential Tradespersons Permit (non-restricted) per vehicle max 4 weeks	12.00		12.00
Special Function Parking Permit 20 per event (Each)	12.00		12.00
Infringements (set by State Govt.) Animal registration			
Unsterilized dogs	165.00		165.00
Reduced fee dogs (Mandatory 1/3 of full fee or less)	55.00		55.00
Eligible recipients unsterilized dog*	85.00		85.00
Eligible recipients (reduced fee) dogs*	30.00		30.00
Dangerous Dog Registration	210.00		210.00
Unsterilized cats	165.00		165.00
Reduced fee cats (Mandatory 1/3 of full fee or less)	55.00		55.00
Eligible recipients unsterilized cats*	85.00		85.00
Eligible recipients reduced fee cats*	30.00		30.00
Fee to view registration register	40.00		40.00
Copy fee to obtain certificate of registration (per record)	70.00		70.00
Registration / Renewal of Domestic Animal Business	155.00		155.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Animal Pound Release fee	175.00		175.00
* Eligible recipient covers arrange of people that may have health care cards, aged animals etc.			
Pay & Display Ticket Machines			
Rates per policy between \$0.50 and \$3.00 per hour (from \$5.80 and \$10.00 per day).			
PLANNING SERVICES BUILDING SERVICES			
Residential (Class 1 and 10)			
Demolish detached dwelling	1,118.18	111.82	1,230.00
Demolish attached dwelling	1,350.91	135.09	1,486.00
Demolish outbuilding	699.09	69.91	769.00
Swimming pool including barrier to AS 1926	1,863.64	186.36	2,050.00
Fences	680.00	68.00	748.00
Carport/garage <\$20,000	885.45	88.55	974.00
Carport/garage >\$20,000	1,118.18	111.82	1,230.00
Alterations and additions to dwelling <\$100,000	1,350.91	135.09	1,486.00
Alterations and additions to dwelling \$100,001-\$200,000	1,609.09	160.91	1,770.00
Alterations and additions to dwelling \$200,001-\$300,000	1,863.64	186.36	2,050.00
Alterations and additions to dwelling >\$300,001	2,282.73	228.27	2,511.00
New dwelling <\$250,000	2,329.09	232.91	2,562.00
New dwelling \$250,001-\$500,000	2,888.18	288.82	3,177.00
New dwelling >\$500,000	3,260.91	326.09	3,587.00
Multiple dwellings (2)	4,659.09	465.91	5,125.00
Multiple dwellings (3)	5,124.55	512.45	5,637.00
Multiple dwellings (4+)	6,056.36	605.64	6,662.00
Amendment to building permit	512.73	51.27	564.00
Extension of time to building permit	326.36	32.64	359.00
Lapsed permit renewal (Class 1 or 10)	512.73	51.27	564.00
Residential & outbuildings inspections (Additional)	206.36	20.64	227.00
Issue Occupancy Permit (1 dwelling)	931.82	93.18	1,025.00
Inspection, report and statement of compliance for subdivision (1 dwelling)	931.82	93.18	1,025.00
Commercial and Industrial (Class 2-9)			
Internal alterations to apartment (Class 2)	1,164.55	116.45	1,281.00
Shop fitout <\$100,000	1,210.91	121.09	1,332.00
Shop fitout \$100,001-\$200,000	1,443.64	144.36	1,588.00
Shop fitout >\$200,001	1,677.27	167.73	1,845.00
Alterations/additions/new buildings up to \$40,000	838.18	83.82	922.00
Alterations/additions/new buildings up to \$40,001-\$100,000	value x (1.749%)	10%	variable
Alterations/additions/new buildings \$100,001-\$500,000	value x (1.523%)	10%	variable
Alterations/additions/new buildings \$500,001-\$2million (m)	value x (0.617%)	10%	variable
Alterations/additions/new buildings >\$2,000,001-\$10m	value x (0.3284%)	10%	variable
Alterations/additions/new buildings \$10,000,001-\$20m	value x (0.219%)	10%	variable
Alterations/additions/new buildings \$20,000,001-\$30m	value x (0.215%)	10%	variable

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Alterations/additions/new buildings \$30,000,001-\$40m	value x (0.1965%)	10%	variable
Alterations/additions/new buildings \$40,000,001-\$50 m	value x (0.2048%)	10%	variable
Alterations/additions/new buildings >\$50,000,001	value x (0.1872%)	10%	variable
Building permit lodgement fees only for over \$5,000 cost of works. Private Building Survey or to Council: Class 1 & 10 class 2 to 9.	Fix stat. fee		Fix stat. fee
Building Commission Levy applying to all building permits based on value of works over \$10,000 in addition to building application fees.	Compulsory State Govt Levy 0.128%		Levy
Commercial and industrial inspections (Additional)	206.36	20.64	227.00
Amendment to building permit	512.73	51.27	564.00
Extension of time to building permit	465.45	46.55	512.00
Lapsed permit renewal (Class 2-9)	838.18	83.82	922.00
Issue Occupancy Permit - Small building - Price on application (POA)	931.82	93.18	1,025.00
Issue Occupancy Permit - Medium building (POA)	2,795.45	279.55	3,075.00
Issue Occupancy Permit - Large building (POA)	4,659.09	465.91	5,125.00
Inspection, report and statement of compliance for subdivision-Small building (POA)	931.82	93.18	1,025.00
Inspection, report and statement of compliance for subdivision-Medium building (POA)	2,795.45	279.55	3,075.00
Inspection, report and statement of compliance for subdivision-Large building (POA)	4,659.09	465.91	5,125.00
Hoarding application	136.36	13.64	150.00
Hoarding Permit (On street public protection) - private dwellings	5.50m2/week min 400		5.50m2/week min 400
Hoarding Permit (On street public protection) - commercial property	7.50m2/week min 550		7.50m2/week min 550
Hoarding Inspections x 2	109.09	10.91	120.00
Hoarding Extension application	109.09	10.91	120.00
Construction Zone application (Commercial or Multi Dwelling)	136.36	13.64	150.00
Construction zone Inspection (Commercial or Multi Dwelling)	109.09	10.91	120.00
Construction zone rate	8.50m2/Min 550		8.50m2
Property information requests (reg 327)	Fix stat. fee		Fix stat. fee
Administration Fee for extension of Hoarding Permit time	205.00		205.00
Application to Occupy the Street (mobile crane/concrete pump - day pass) one variation to date included - private dwellings	410.00		410.00
Application to Occupy the Street (mobile crane/concrete pump - day pass) one variation to date included - commercial property	512.00		512.00
Each additional variation to date for Application to Occupy the Street (mobile crane/concrete pump - day pass)	205.00		205.00
Council Consent			
Land Liable to Flooding	Fix stat. fee		Fix stat. fee
Building over an Easement	Fix stat. fee		Fix stat. fee

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Siting Dispensations	Fix stat. fee		Fix stat. fee
Siting where 173 agreement applies	POA		POA
Other Fees			
Search of records for: Private dwelling (not more than 2 years old)	56.36	5.64	62.00
Search of records for: Residential unit (not more than 2 years old)	89.09	8.91	98.00
Search of records for: Apartment (not more than 2 years old)	186.36	18.64	205.00
Search of records for: Commercial (not more than 2 years old)	186.36	18.64	205.00
Search of records for: Private dwelling (more than 2 years old)	89.09	8.91	98.00
Search of records for: Residential unit (more than 2 years old)	279.09	27.91	307.00
Search of records for: Apartment (more than 2 years old)	326.36	32.64	359.00
Search of records for: Commercial (more than 2 years old)	326.36	32.64	359.00
Search of records for: Occupancy Permit/Certificate of Final Inspection	89.09	8.91	98.00
Essential Safety Measures (ESM) Maintenance Determination & Schedule - Small buildings (POA)	512.73	51.27	564.00
ESMs Maintenance Determination & Schedule - Medium buildings (POA)	1,630.91	163.09	1,794.00
ESMs Maintenance Determination & Schedule - Large buildings (POA)	2,562.73	256.27	2,819.00
Swimming Pool/Spa Barriers Inspection & Letter of Compliance	167.27	16.73	184.00
Additional inspection for Swimming Pool/Spa Barriers	83.64	8.36	92.00
Drawings of Residential and industrial buildings Copies of plans/Documentation			
A4 copy (hard or scanned)	1.45	0.15	1.60
A3 copy (hard or scanned)	2.36	0.24	2.60
A2 copy (hard or scanned)	4.73	0.47	5.20
A1 copy (hard or scanned)	7.45	0.75	8.20
Cancellation of building permit application (Class 1 & 10)	187.27	18.73	206.00
Cancellation of building permit application (Class 2-9)	465.45	46.55	512.00
Application for Siting for Prescribed Temporary Structures - 1 Structure	418.18	41.82	460.00
Application for Siting for Prescribed Temporary Structures - 2-5 Structure	651.82	65.18	717.00
Application for Siting for Prescribed Temporary Structures - 6-9 Structure	1,024.55	102.45	1,127.00
Application for Siting for Prescribed Temporary Structures - 10+ Structure	1,397.27	139.73	1,537.00
Additional Inspection /Inspection over weekend or Public Holidays for Siting for Prescribed Temporary Structures (per hour)	232.73	23.27	256.00
Application for Occupancy Permit for Prescribed Temporary Structure - Place of Public Entertainment (POPE) (500-999)	1,397.27	139.73	1,537.00
Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (1,000-4,999)	2,329.09	232.91	2,562.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (5,000-9,999)	3,260.91	326.09	3,587.00
Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (>10,000)	5,683.64	568.36	6,252.00
Additional structures over limit	140.00	14.00	154.00
Additional Inspection / Inspection over weekend or Public Holidays for POPE (per hour)	232.73	23.27	256.00
Copies of Reports/Specifications -per 1	135.45	13.55	149.00
Fast track Property information request - private dwellings	154.00		154.00
Fast track Property information request - commercial property	307.00		307.00
Property information requests (reg 327)	Fix stat. fee		Fix stat. fee
Note: A 15% surcharge will apply on all building permits and inspection fees in the case of owner builder applications.			
PLANNING SERVICES ENVIRONMENTAL HEALTH			
Food Act 35A(1)			
Food Premises up to & including 10 employees - Aged Care / Childcare	594.50		594.50
Food Premises, Temporary Food Premises, Mobile Food Premises with 20 employees (pro rata)	897.00		897.00
Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees	594.50		594.50
Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees - Supermarket, Milk Bars, Convenience Store, Bars, Nuts, Groceries,	458.00		458.00
Food Premises, Temporary Food Premises, Mobile Food Premises - Extra employees	33.00		33.00
Food Premises - Non Profit, Social/Sporting Club / Schools, Temporary Food Premises, Mobile Food Premises up to & including 10 employees	297.00		297.00
Food Premises, Temporary Food Premises, Mobile Food Premises - Non Profit	229.50		229.50
Food Premises Pre-packaged Food Only - Warehouses, Greengrocers, Cold stores	357.00		357.00
Vending Machines Class 2	184.50		184.50
Vending Machines Class 3	148.00		148.00
Transfer Food Act Premises - Food Premises, Temporary Food Premises, Mobile Food Premises - Class 1 and 2	650.00		650.00
Transfer Food Act Premises - Food Premises, Temporary Food Premises, Mobile Food Premises - Class 3	585.00		585.00
Food Premises Late Fee	116.36	11.64	128.00
Food Premises Maximum Fee	2,629.00		2,629.00
New Food Premises Application for Class 3 (Including MCC premises including Street trader)	1,000.00		1,000.00
New Food Premises Application for Class ,1,2 (Including MCC premises including Street trader)	1,250.00		1,250.00
Schools and Institutions non for profit -one off events, fetes etc.	102.50		102.50
New Food Premises Pre Application Meeting	FREE		FREE
New Food Premises Pre Application Additional Meeting	150.00		150.00
Fast Track Front of Line Fee	681.82	68.18	750.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Additional or multiple Mobile Food Vehicles, Temporary Food Premises per unit for Class 2	297.00		297.00
Additional or multiple Mobile Food Vehicles, Temporary Food Premises per unit for Class 3	230.50		230.50
Public Health & Wellbeing ACT Sect 69 (1)			
Tattooists, Cosmetic Tattooists, Body Piercing, Colonic irrigation	512.00		512.00
Beauty Therapy, Hairdressers (including ear piercing, waxing)	384.00		384.00
Prescribed Accommodation	Sect67		
Prescribed Accommodation Up to & including 5 Beds	358.00		358.00
Prescribed Accommodation With more than 5 Beds - extra for each	56.00		56.00
Up to the Prescribed Accommodation maximum fee	974.00		974.00
Transfer Public Health Wellbeing (PHW) Act Premises	50%renewal		
PHW Act Premises - Late Fee	116.36	11.64	128.00
Caravan Parks			
Caravan Parks (Long term/Short term Site) per caravan site	12.10		12.10
Transfer Caravan Parks	179.00		179.00
Professional Services			
Solicitors/Premises Enquiry Report / 5 business days	465.91	46.59	512.50
Solicitors/Premises Enquiry Report / 10 business days	313.64	31.36	345.00
Other professional services as requested (per hr)	111.82	11.18	123.00
On-Site premises Suitability Inspection	232.73	23.27	256.00
Plans Processing			
Plans processing (per square metre) Up to 50 m2	360.00		360.00
51-100 m2	410.00		410.00
101-150m2	460.00		460.00
Over 151m2	512.50		512.50
Alterations	282.00		282.00
Product Sales			
Thermometer & Swabs	69.55	6.95	76.50
Swabs	8.41	0.84	9.25
Sharps Container (fee includes container and disposal)	25.45	2.55	28.00
Food Act			
Temporary Food on-site inspection and assessment (Commercial)	193.00		193.00
Change of Classification Assessment	1,025.00		1,025.00
Duplicate Registration Certificate	66.50		66.50
Septic Tanks/Greywater			ENVIRONM ENTAL PROTECTI ON ACT 1970 SECTION 53
New Installations Private Property	307.50		307.50
Septic Tanks New Installations Community Groups	153.75		153.75
Additional Services			

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Solicitors/Premises enquiry follow up compliance inspection - 5 business days	288.64	28.86	317.50
Solicitors/Premises enquiry follow up compliance inspection - 10 business days	190.91	19.09	210.00
Solicitors/Premises enquiry duplicate report	60.45	6.05	66.50
Administration fee	120.91	12.09	133.00
Food Premises Closure			
Food Premises Closure	681.82	68.18	750.00
Food Premises Closure - Per additional day	465.91	46.59	512.50
Food Premises Closure - Per additional hour	111.82	11.18	123.00
Fast Track On - Site Inspection Fee	272.73	27.27	300.00
PHW Act New Premises			
Tattooing / Beauty Therapy	871.00		871.00
New and Transfer of Hairdressers	615.00		615.00
Food Act			
Failed Food Sample Fee - one sample	231.82	23.18	255.00
Failed Food Sample Fee - per additional sample	111.82	11.18	123.00
Outside School Hours Care (OSHC) Commercial	270.00	27.00	297.00
Outside School Hours Care (OSHC) Non Profit	135.00	13.50	148.50
PLANNING SERVICES			
TO DEVELOP LAND OR TO USE AND DEVELOP PLAN FOR A SINGLE DWELLING			
Application Fees			
Class 1 - Use Permits	1,265.60		1,265.60
Class 2 - <\$10,000	192.00		192.00
Class 3 - \$10,001-\$100,000	606.40		606.40
Class 4 - \$100,001-\$500,000	1,237.10		1,237.10
Class 5 - \$500,001-\$1,000,000	1,336.70		1,336.70
Class 6 - \$1,000,001-\$2,000,000	1,436.20		1,436.20
Class 7 - VicSmart Application - <\$10,000	192.00		192.00
Class 8 - VicSmart Application - >\$10,001	412.40		412.40
Class 9 - VicSmart application - Subdivide or consolidate land	192.00		192.00
To develop land (other than for a single dwelling per lot)			
Class 10 - Developments <\$100,000	1,102.10		1,102.10
Class 11- Developments \$100,001-\$1,000,000	1,486.00		1,486.00
Class 12 - Developments \$1,000,001 - \$5,000,000	3,277.70		3,277.70
Class 13 - Developments \$5,000,001-\$15,000,000	8,354.30		8,354.30
Class 14 - Developments \$15,000,001-\$50,000,000	24,636.20		24,636.20
Class 15 - Developments >\$50,000,001	55,372.70		55,372.70
Subdivision			
Class 16 - To subdivide an existing building	1,265.60		1,265.60
Class 17 - To subdivide land into two lots (other than VicSmart)	1,265.60		1,265.60
Class 18 - Realignment of a common boundary or consolidate 2 or more lots	1,265.60		1,265.60
Class 19 - To subdivide land (three or more lots)	1,265.60		1,265.60
Class 20 - To vary or remove a restriction, easement or right of way	1,265.60		1,265.60
Other matters			

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Class 21 - Any other application for a permit not specified	1,265.60		1,265.60
Amend or end a s173 agreement	632.80		632.80
Determination on satisfaction of the Responsible Authority.	312.80		312.80
Certificate of Compliance	312.80		312.80
Amendments to applications made under Section 57A(3)(a) Planning & Environment Act 1987			
Amendments to a permit or class of permit.	40% of the original application fee		40% of the original application fee
Amendments to permit Section 72 Planning & Environment Act 1987			
Application to amend use	1,265.60		1,265.60
Application to amend permit or conditions	1,265.60		1,265.60
Amendment to a Class 2 Permit	192.00		192.00
Amendment to a Class 3 Permit	604.40		604.40
Amendment to a Class 4 permit	1,237.10		1,237.10
Amendment to a Class 5 or 6 Permit	1,336.70		1,336.70
Amendment to a Class 7 permit	192.00		192.00
Amendment to a Class 8 Permit	412.40		412.40
Amendment to a Class 9 Permit	192.00		192.00
Amendment to a Class 10 Permit	1,102.10		1,102.10
Amendment to a Class 11 Permit	1,486.00		1,486.00
Amendment to a Class 12,13,14 or 15 Permit	3,277.70		3,277.70
Amendment to a Class 16 Permit	1,265.60		1,265.60
Amendment to a Class 17 Permit	1,265.60		1,265.60
Amendment to a Class 18 Permit	1,265.60		1,265.60
Amendment to a Class 19 Permit	1,265.60		1,265.60
Amendment to a Class 20 Permit	1,265.60		1,265.60
Amendment to a Class 21 Permit	1,265.60		1,265.60
Subdivide land, Subdivision Act 1988.			
Certify a plan of subdivision	167.80		167.80
Alteration of a plan under section 10(2) of the Subdivision Act	106.70		106.70
Amendment of a certified plan	135.10		135.10
Extension of Time and secondary consent requests			
Extension of time for dwelling extensions, 1-4 dwellings	210.00		210.00
Extension of time for developments of 5-9 dwellings	360.00		360.00
Extension of time for 10 or more dwellings	510.00		510.00
Extension of time for any use/commercial development less than \$1 million	210.00		210.00
Extension of time for any commercial development greater than \$1 million	360.00		360.00
Secondary Consent Application for dwelling extensions	154.00		154.00
Secondary Consent Application resulting from enforcement	307.00		307.00
Secondary Consent Applications 1-4 dwellings	210.00		210.00
Secondary Consent Applications 5-9 dwellings	307.00		307.00
Secondary Consent Applications for 10 or more dwellings	510.00		510.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Secondary Consent Applications for any use or commercial development less than \$1 million	205.00		205.00
Secondary Consent Applications for any commercial development greater than \$1 million	307.00		307.00
Administration Charges			
Retrospective additional application fee	307.00		307.00
Advertising - up to 20 letters	165.00		165.00
Advertising - each additional letter	7.20		7.20
Advertising - each public notice	40.00		40.00
Heritage Demolition Advice	65.40		65.40
Building regulation consent and report	262.10		262.10
Compliance with permit advice	160.00		160.00
Compliance with permit advice for off-site file	205.00		205.00
Property Information	160.00		160.00
Property Information for off-site file	205.00		205.00
Copy of Endorsed Plan/Photocopies (hard copy)	160.00		160.00
Copy of Endorsed Plan/Photocopies (electronically)	50.00		50.00
Check on building envelope compliance	164.00		164.00
Planning Register per month	25.00		25.00
Planning Register per year	200.00		200.00
Variation to Urban Design Guidelines	350.00		350.00
Photocopies (A4) per sheet	1.00		1.00
Photocopies (A3) per sheet	2.50		2.50
Photocopies (A1) per sheet.	10.00		10.00
Photocopies (A0) per sheet	15.00		15.00
Resubmission of Plans to Satisfy Condition 1	150.00		150.00
Pre application meeting with written comments (priority system)	272.73	27.27	300.00
INFRASTRUCTURE SERVICES			
ADDITIONAL WASTE SERVICES FEES/CHARGES			
Garbage Service			
Additional 120 Litre (LT) garbage bin (bin supply & collection service)	195.00		195.00
Additional 240 LT garbage bin (bin supply & collection service)	359.00		359.00
Additional 120 LT garbage bin (subsequent annual collection service)	140.00		140.00
Additional 240 LT garbage bin (subsequent annual charge)	323.00		323.00
Additional 660 LT garbage skip bin (bin supply & collection service)	1,345.00		1,345.00
Additional 1100 LT garbage skip (bin supply & collection service)	1,757.00		1,757.00
Additional garbage 660 LT skip bin (subsequent annual collection service)	904.00		904.00
Additional 1100 LT garbage skip bin (subsequent annual collection service)	1,196.00		1,196.00
Recycling Service			
Additional 120 LT recycling bin (bin supply & collection service)	62.00		62.00
Additional 240 LT recycling bin (bin supply & collection service)	67.00		67.00

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
Additional 360 LT recycling bin (bin supply & collection service)	77.00		77.00
Additional 660 LT recycling skip (bin supply and collection service)	964.00		964.00
Additional 1100 LT recycling skip (bin supply and collection service)	1,042.00		1,042.00
Additional 120/240 LT recycling bin (subsequent annual collection service)	58.00		58.00
Additional 660 LT recycling skip (subsequent annual collection service)	522.00		522.00
Additional 1100 LT recycling skip (subsequent annual collection service)	522.00		522.00
Green Waste Service			
Annual 120 LT green waste collection service	160.00		160.00
Annual 240 LT green waste collection service	195.00		195.00
Additional 120 LT green bin (subsequent annual collection service)	108.00		108.00
Additional 240 LT green bin (subsequent annual collection)	121.00		121.00
At Call Hard & Green Waste Service			
Additional green waste collection service fee (Owner / Occupier per request)	67.00		67.00
INFRASTRUCTURE SERVICES			
ENGINEERING SERVICES			
Traffic and Transport			
Traffic count information (per search)	45.45	4.55	50.00
Development Fee			
Plan Checking Subdivisions	0.75%		0.75%
Subdivision supervision	2.50%		2.50%
Plan checking work in Road Reserve	0.83%	10%	0.83%
Supervision work in Road Reserve	2.65%	10%	2.65%
Civil works plan checking/engineering assessment (per hour - 1 hour minimum)	110.00		110.00
After hours supervision (per hour - 1 hour minimum)	110.00		110.00
Inspector of Contracts	110.00		110.00
Incomplete Works Bond - Administration Fee	110.00		110.00
INFRASTRUCTURE SERVICES TREE SERVICES			
Tree Removal Amenity Value (per trunk diameter)			
6cm	351.70		351.70
10cm	977.85		977.85
15cm	2,199.70		2,199.70
20cm	3,910.00		3,910.00
25cm	5,881.45		5,881.45
30cm	8,469.75		8,469.75
35cm	11,526.85		11,526.85
40cm	15,056.20		15,056.20
45cm	19,055.50		19,055.50
50cm	23,524.80		23,524.80
55cm	28,466.20		28,466.20
60cm	33,875.50		33,875.50
65cm	39,758.05		39,758.05

SERVICE	2018/2019 PRICE \$	GST \$	2018/2019 TOTAL PRICE \$
70cm	46,109.50		46,109.50
75cm	52,932.05		52,932.05
80cm	60,224.60		60,224.60
85cm	67,988.15		67,988.15
90cm	76,221.80		76,221.80
95cm	84,926.40		84,926.40
100cm	94,101.15		94,101.15
105cm	103,745.80		103,745.80
110cm	113,862.65		113,862.65
115cm	124,448.40		124,448.40
120cm	135,505.15		135,505.15
Removal and Re-plant Fee - Price On Application (OPA)			
Tree Removal (height)			
0-3mt	176.50		176.50
3-8mt	735.45		735.45
8-20mt+	2,206.30		2,206.30
Stump Grind (per trunk diameter)			
0-30cm	161.80		161.80
30cm-1mt	367.70		367.70
1mt +	514.80		514.80
Reinstalment small	29.40		29.40
Reinstatement large	73.55		73.55
New tree planting	367.70		367.70

SERVICE	2018/2019 PRICE \$	GST \$	AREA	2018/2019 TOTAL PRICE \$
INFRASTRUCTURE SERVICES				
HARD SURFACE REINSTATEMENT RATES				
Hard Surface Reinstatement Rates - Surface				
Ordinary Road min 1sqm.	142.82	14.28	Up to 25 sqm	157.10
	120.82	12.08	Over 25 sqm	132.90
Heavy Duty Road	229.82	22.98	Up to 25 sqm	252.80
	219.64	21.96	Over 25 sqm	241.60
Concrete Footpath	177.32	17.73	Up to 5 sqm	195.05
	169.45	16.95	5-25 sqm	186.40
	144.45	14.45	Over 25 sqm	158.90
Concrete Footpath (colour)	200.95	20.10	Up to 5 sqm	221.05
	193.09	19.31	5-25 sqm	212.40
	POA	10%	Over 25 sqm	POA
Asphalt Footpath	153.73	15.37	Up to 5 sqm	169.10
	125.73	12.57	5-25 sqm	138.30
	111.36	11.14	Over25 sqm	122.50
Domestic Crossover	241.64	24.16	Up to 25sqm	265.80
Domestic Crossover (colour)	280.00	28.00	Up to 25 sqm	308.00
Industrial Crossover	265.77	26.58	Up to 25 sqm	292.35
Concrete Kerb/Channel	275.82	27.58	Up to 5 linm	303.40
	262.68	26.27	5-20 linm	288.95

SERVICE	2018/2019 PRICE \$	GST \$	AREA	2018/2019 TOTAL PRICE \$
Concrete Kerb/Channel (colour)	308.68	30.87	Up to 5 linm	339.55
	295.55	29.55	5-20 linm	325.10
Stone Kerb/Channel	224.91	22.49	Up to 5 linm	247.40
	243.18	24.32	5-20 linm	267.50
Bluestone Laneway	256.09	25.61	Up to 25 sqm	281.70
	223.27	22.33	Over 25 sqm	245.60
Natures Strip	91.41	9.14	Up to 25 sqm	100.55
Reinstatement	54.32	5.43	Over 25 sqm	59.75
Supervision fee - main renewals	POA	10%	Per spm	POA
Top soil & seeding	78.27	7.83	Per spm	86.10
Footpath pavers	133.14	13.31	Per spm	146.45
Repair stormwater Kerb adaptor (CL9)	168.09	16.81	Per unit	184.90
Pit lid	525.32	52.53	Per unit	577.85
Pit and frame	788.00	78.80	Per unit	866.80
A minimum of one linear or one square metre is applicable to all rates except for footpaths where a minimum of 2.25 square metres applies (equivalent to One bay). A 20% loading will be applied to the prices quoted where work is carried out on arterial or collector roads as defined in the Melways.				
These rates cover costs associated with the reinstatement by Council's road maintenance contractor, of road openings made by various authorities or public utility companies (i.e. City West Water, Westar, Telstra, and AGL) and by private contractors.				

SERVICES	2018/2019 PRICE \$	GST	2018/2019 TOTAL PRICE \$
INFRASTRUCTURE SERVICES			
ASSET PROTECTION			
Asset protection			
Street protection fee	311.70		311.70
Street protection bond (minimum)	525.30		525.30
Drainage			
Legal point of drainage discharge	64.10		65.00
Legal point of drainage discharge MUD	281.00		276.65
Drainage Plan Approval	211.00		207.46
Stormwater inspection	321.00		315.70
Permits			
Road opening permit	155.15		155.15
Vehicular crossing permit	311.70		311.70
Re-inspection fee	68.30		68.30
Cemetery			
SECTION 43 OF THE ACT ALL TRUST FEES OF \$50 OR MORE ARE INCREASED ANNUALLY IN ACCORDANCE WITH CPI FOR ALL GROUPS IN MEL. @ MAY FOR EFFECT IN JULY			

Appendix B Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

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

The 2018/2019 budget, which is included in this report, is for the year 1 July 2018 to 30 June 2019 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, and Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2019 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

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

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

The key dates to the 2018/2019 budget process is as follows:

PROCESS	TIMING
Councillors & EMT Workshop - Councillor Strategic Planning	11 & 12 November 2017
First Cut Budget for Officers for Review	12 January 2018
First Councillor Briefing – Budget & Strategic Resource Plan (SRP)	13 February 2018
Second Councillor Briefing – Budget & SRP	6 March 2018
Third Councillor Briefing – Budget & SRP	13 March 2018
Councillor Briefing – Budget & SRP	17 April 2018
Meeting of Council to resolve on Budget & SRP and call for submissions	24 April 2018
Community Information Session – Council Plan & Budget	2 May 2018
S.223 submissions closed - (28 Clear Days)	25 May 2018
S.223 meeting to hear submissions to Budget	5 June 2018
S.223 meeting to discuss submissions to Budget	12 June 2018
Meeting of Council to Adopt Budget and SRP	26 June 2018

Appendix C City Infrastructure Plans

City Infrastructure Plan for the year ended 30 June 2020

COUNCIL REF	ASSET CLASS	PROJECT NAME (2019-20)	PROJECT COST \$	GRANTS \$	CONTRIBUTIONS \$	OPEN SPACE RESERVE (STATUTORY RESERVE) \$	MAJOR PROJECTS AND OTHER RESERVES (DISCRETIONARY) \$	BORROWINGS \$	COUNCIL CASH/FUNDED FROM RATES \$
CAP 203	Bridges	Stony Creek - Directions Plan Implementation - pedestrian bridge at Cala Street	300,000	100,000					200,000
CAP 204	Buildings	Town Hall and Civic Spaces Renewal - Design and construct	10,000,000					10,000,000	
CAP 205	Buildings	Footscray Learning Precinct: Footscray Integrated Learning Hub - New redevelopment of an existing Children's Centre	6,000,000	6,000,000					-
CAP 206	Buildings	Pennell Reserve - Feasibility & Investigation (2019/20), Design (2019/20), Construction (2020/21)	300,000						300,000
CAP 207	Buildings	Henry Turner South Reserve - Construction of pavilion	2,441,000	513,000			1,928,000		-
CAP 208	Buildings	Hansen Reserve - Design (2018/19) and Construction (2019/20)	290,000						290,000
CAP 209	Buildings	Robert Barrett Reserve - Feasibility, Investigation (2019/20), Design (2020/21) and Construction (2021/22)	117,000						117,000
CAP 210	Buildings	Scovell Pavilion Construction	650,000						650,000
CAP 211	Drainage	Stormwater Retention Tanks	200,000						200,000
CAP 212	Drainage	75 Stephen Street, Yarraville	235,000						235,000
CAP 213	Drainage	West side of Yarraville Railway Embankment between Castlemaine St & Francis St	260,000						260,000

COUNCIL REF	ASSET CLASS	PROJECT NAME (2019-20)	PROJECT COST \$	GRANTS \$	CONTRIBUTIONS \$	OPEN SPACE RESERVE (STATUTORY RESERVE) \$	MAJOR PROJECTS AND OTHER RESERVES (DISCRETIONARY) \$	BORROWINGS \$	COUNCIL CASH/FUNDED FROM RATES \$
CAP 214	Drainage	Lorne Street, Yarraville	65,000						65,000
CAP 215	Off street car parks	Hanmer Reserve Yarraville - behind pavilion Car park	150,000	150,000					-
CAP 216	Other infrastructure	Smart Cities & Suburbs Program - Connect the Community to Council Assets	100,000						100,000
CAP 217	Other infrastructure	Kindersmith Reserve Braybrook - Floodlight Construction - 2019/20	150,000						150,000
CAP 218	Parks, O/Space & Streetscape	Street Tree Planting & Urban Forest Strategies	500,000						500,000
CAP 219	Parks, O/Space & Streetscape	Maribyrnong River Edge - Implementation of Footscray Wharf and Promenade	4,500,000	4,500,000					-
CAP 220	Parks, O/Space & Streetscape	Public Arts Major Projects - continue to develop major arts in community	100,000						100,000
CAP 221	Parks, O/Space & Streetscape	Quarry Park - New Park Landscape Upgrade - Works as per Masterplan	300,000						300,000
CAP 222	Parks, O/Space & Streetscape	Town Square - Paisley St Car Park Footscray - F11 - Design and construction	200,000	100,000	100,000				-
CAP 223	Parks, O/Space & Streetscape	Hansen Reserve, West Footscray - Implementation of Masterplan, playground, bike track, basketball court, planting	1,000,000						1,000,000
CAP 224	Parks, O/Space & Streetscape	Footscray Central Activity Area - Paisley Street Streetscape (Nicholson Street to Leeds Street) - Streetscape renewal	207,500						207,500
CAP 225	Parks, O/Space & Streetscape	New Park - Shepherd Street Area Footscray - land acquisition	1,200,000			1,200,000			-

COUNCIL REF	ASSET CLASS	PROJECT NAME (2019-20)	PROJECT COST \$	GRANTS \$	CONTRIBUTIONS \$	OPEN SPACE RESERVE (STATUTORY RESERVE) \$	MAJOR PROJECTS AND OTHER RESERVES (DISCRETIONARY) \$	BORROWINGS \$	COUNCIL CASH/FUNDED FROM RATES \$
CAP 226	Parks, O/Space & Streetscape	New Park - Spur Line/River Embankment, Footscray - F15 - design and construction of river edge open space	1,100,000			1,100,000			-
CAP 227	Parks, O/Space & Streetscape	Cruickshank Park - landscape and path improvement	250,000						250,000
CAP 228	Parks, O/Space & Streetscape	Bicycle trail lighting (Heavenly Queen, Footscray Park, Chifley Drive, Edgewater Waterfront)	200,000	100,000					100,000
CAP 229	Parks, O/Space & Streetscape	Gateway and Parks Signage - 3 gateway signs and 9 park signs	120,000						120,000
CAP 230	Parks, O/Space & Streetscape	Footscray Park, Melbourne Victory Upgrades	950,000		950,000				-
CAP 231	Parks, O/Space & Streetscape	Yarraville Oval/Skate Park - extension of skate park	350,000	175,000					175,000
CAP 232	Parks, O/Space & Streetscape	West Footscray Neighbourhood Activity Centre - Pedestrian Crossing Barkly Street - Blandford Street	266,000	133,000					133,000
CAP 233	Parks, O/Space & Streetscape	Harris Reserve Playground Upgrade	100,000						100,000
CAP 234	Parks, O/Space & Streetscape	Angliss Reserve - park upgrade - tree planting	50,000						50,000
CAP 235	Roads	Major Project - Road infrastructure	5,000,000	5,000,000					-
CAP 236	Roads	Laneway Construction Program - Implementation	1,030,000				824,000		206,000

COUNCIL REF	ASSET CLASS	PROJECT NAME (2019-20)	PROJECT COST \$	GRANTS \$	CONTRIBUTIONS \$	OPEN SPACE RESERVE (STATUTORY RESERVE) \$	MAJOR PROJECTS AND OTHER RESERVES (DISCRETIONARY) \$	BORROWINGS \$	COUNCIL CASH/FUNDED FROM RATES \$
CAP 237	Roads	Local Area Traffic Management (LATM) - to clear the backlog	630,000						630,000
CAP 238	Roads	Bicycle and pedestrian upgrades	1,000,000				640,000		360,000
CAP 239	Roads	Minor works: signs, line marking, bike parking	100,000						100,000
CAP 240	Roads	Bicycle network upgrade river trails- Medway Link - Temple to Temple Trail	550,000						550,000
CAP 241	Roads	Road safety upgrades	200,000						200,000
CAP 242	Roads	Implement traffic calming in Severn Road, Yarraville	200,000						200,000
CAP 243	Computers & Telecom'ns	PC Management/Replacement	562,500						562,500
CAP 244	Land	Open Space Acquisition - Shepherd St area Footscray - F4 (approx. \$2,500/m2)	2,700,000			2,700,000			-
CAP 245	Land improvements	Land Remediation - Various sites	500,000						500,000
CAP 246	Land improvements	Land Remediation - Quarry Park, Footscray - stages 2, 3 and 4	500,000						500,000
CAP 247	Grand Total		45,624,000	16,771,000	1,050,000	5,000,000	3,392,000	10,000,000	9,411,000

City Infrastructure Plan for the year ended 30 June 2021

COUNCIL REF	ASSET CLASS	PROJECT NAME (2020-21)	PROJECT COST \$	GRANTS \$	CONTRIBUTIONS \$	OPEN SPACE RESERVE (STATUTORY RESERVE) \$	MAJOR PROJECTS AND OTHER RESERVES (DISCRETIONARY) \$	BORROWINGS \$	COUNCIL CASH/FUNDED FROM RATES \$
CAP 248	Buildings	Footscray Library, Community and Cultural Hub - build new library complex	20,000,000	15,000,000				5,000,000	-
CAP 249	Buildings	Town Hall and Civic Spaces Renewal - Design and construct	10,000,000				10,000,000		-
CAP 250	Buildings	Pennell Reserve - Feasibility & Investigation (2019/20), Design (2019/20), Construction (2020/21)	1,000,000						1,000,000
CAP 251	Buildings	Henry Turner South Reserve - Construction of pavilion	1,359,000						1,359,000
CAP 252	Buildings	Hansen Reserve - Design (2018/19) and Construction (2019/20)	1,500,000						1,500,000
CAP 253	Buildings	Robert Barrett Reserve - Feasibility, Investigation (2019/20), Design (2020/21) and Construction (2021/22)	195,000						195,000
CAP 254	Buildings	Public Toilet Strategy (Footscray Park, Braybrook, Cruickshank, Grimes, Cranwell)	300,000						300,000
CAP 255	Drainage	Stormwater Retention Tanks	200,000						200,000
CAP 256	Drainage	75 Stephen Street, Yarraville	154,000						154,000
CAP 257	Drainage	West side of Yarraville Railway Embankment between Castlemaine St & Francis St	100,000						100,000
CAP 258	Drainage	Nicholson Street, between Irving St & Paisley St	33,000						33,000
CAP 259	Drainage	179-183 Ballarat Road, Footscray	235,000						235,000
CAP 260	Drainage	Lorne Street, Yarraville	110,000						110,000
CAP 261	Off street car parks	Pennell Reserve Braybrook Car Park	337,500						337,500

COUNCIL REF	ASSET CLASS	PROJECT NAME (2020-21)	PROJECT COST \$	GRANTS \$	CONTRIBUTIONS \$	OPEN SPACE RESERVE (STATUTORY RESERVE) \$	MAJOR PROJECTS AND OTHER RESERVES (DISCRETIONARY) \$	BORROWINGS \$	COUNCIL CASH/FUNDED FROM RATES \$
CAP 262	Other infrastructure	Coaches Boxes Infrastructure Program - Construction of portable or permanent coaches boxes	250,000						250,000
CAP 263	Other infrastructure	Smart Cities & Suburbs Program - Connect the Community to Council Assets	100,000						100,000
CAP 264	Parks, O/Space & Streetscape	Street Tree Planting & Urban Forest Strategies	500,000						500,000
CAP 265	Parks, O/Space & Streetscape	Maribyrnong River Edge - Implementation of Footscray Wharf and Promenade	3,000,000	1,000,000			2,000,000		-
CAP 266	Parks, O/Space & Streetscape	Town Square - Paisley St Car Park Footscray - F11 - Design and construction	1,600,000	200,000	1,400,000				-
CAP 267	Parks, O/Space & Streetscape	Pipemakers Park, Maribyrnong - Implementation of Masterplan, jetties, playground, trails	600,000		300,000				300,000
CAP 268	Parks, O/Space & Streetscape	Hansen Reserve, West Footscray - Implementation of Masterplan, playground, bike track, basketball court, planting	240,000						240,000
CAP 269	Parks, O/Space & Streetscape	Footscray Central Activity Area - Paisley Street Streetscape (Nicholson Street to Leeds Street) - Streetscape renewal	700,000						700,000
CAP 270	Parks, O/Space & Streetscape	Southampton Street Park - develop new open space	650,000			650,000			-
CAP 271	Parks, O/Space & Streetscape	New Park South West Seddon - S2/Y1 - land acquisition	1,200,000			1,200,000			-
CAP 272	Parks, O/Space & Streetscape	Bicycle trail lighting (Heavenly Queen, Footscray Park, Chifley Drive, Edgewater Waterfront)	200,000	100,000					100,000
CAP 273	Parks, O/Space & Streetscape	Gateway and Parks Signage - 3 gateway signs and 9 park signs	120,000						120,000
CAP 274	Parks, O/Space & Streetscape	Stony Creek - Directions Plan Implementation - paths and planting	220,000						220,000

COUNCIL REF	ASSET CLASS	PROJECT NAME (2020-21)	PROJECT COST \$	GRANTS \$	CONTRIBUTIONS \$	OPEN SPACE RESERVE (STATUTORY RESERVE) \$	MAJOR PROJECTS AND OTHER RESERVES (DISCRETIONARY) \$	BORROWINGS \$	COUNCIL CASH/FUNDED FROM RATES \$
CAP 275	Parks, O/Space & Streetscape	Stony Creek - Hyde Street Reserve - Landscape upgrade	200,000	200,000					-
CAP 276	Parks, O/Space & Streetscape	Highpoint Activity Centre - Rosamond Road streetscape Early interventions	200,000						200,000
CAP 277	Roads	Laneway Construction Program - Implementation	1,061,000				848,800		212,200
CAP 278	Roads	Local Area Traffic Management (LATM) - to clear the backlog	640,000						640,000
CAP 279	Roads	Bicycle and pedestrian upgrades	1,000,000				1,000,000		-
CAP 280	Roads	Minor works: signs, line marking, bike parking	100,000						100,000
CAP 281	Roads	Road safety upgrades	200,000						200,000
CAP 282	Computers & Telecom'ns	PC Management/Replacement	600,000						600,000
CAP 283	Land	Open Space Acquisition - South West Seddon - S2/Y1	2,700,000			2,700,000			-
CAP 284	Land improvements	Land Remediation - Various sites	900,000	100,000					800,000
CAP 285	Land improvements	Land Remediation - Quarry Park, Footscray - stages 2, 3 and 4	500,000						500,000
CAP 286	Grand Total		53,004,500	16,600,000	1,700,000	4,550,000	13,848,800	5,000,000	11,305,700

City Infrastructure Plan for the year ended 30 June 2022

COUNCIL REF	ASSET CLASS	PROJECT NAME (2021-22)	PROJECT COST \$	GRANTS \$	CONTRIBUTIONS \$	OPEN SPACE RESERVE (STATUTORY RESERVE) \$	MAJOR PROJECTS AND OTHER RESERVES (DISCRETIONARY) \$	BORROWINGS \$	COUNCIL CASH/FUNDED FROM RATES \$
CAP 287	Bridges	Cruickshank Park Pedestrian Bridge - near McNish Reserve	300,000	100,000					200,000
CAP 288	Buildings	Footscray Library, Community and Cultural Hub - build new library complex	20,000,000	20,000,000					-
CAP 289	Buildings	Pennell Reserve - Feasibility & Investigation (2019/20), Design (2019/20), Construction (2020/21)	1,000,000						1,000,000
CAP 290	Buildings	Hansen Reserve - Design (2018/19) and Construction (2019/20)	1,500,000						1,500,000
CAP 291	Buildings	Robert Barrett Reserve - Feasibility, Investigation (2019/20), Design (2020/21) and Construction (2021/22)	2,975,000						2,975,000
CAP 292	Drainage	Stormwater Retention Tanks	200,000						200,000
CAP 293	Drainage	Nicholson Street, between Irving St & Paisley St	212,000						212,000
CAP 294	Drainage	179-183 Ballarat Road, Footscray	50,000						50,000
CAP 295	Drainage	11 Warrs Road, Maribyrnong	180,000						180,000
CAP 296	Drainage	Lorne Street, Yarraville	50,000						50,000
CAP 297	Off street car parks	McIvor Reserve Soccer Car Park	450,000		450,000				-
CAP 298	Off street car parks	Hansen Reserve West Footscray - Car Park - Robbs Rd end	262,500						262,500
CAP 299	Parks, O/Space & Streetscape	Street Tree Planting & Urban Forest Strategies	500,000						500,000

COUNCIL REF	ASSET CLASS	PROJECT NAME (2021-22)	PROJECT COST \$	GRANTS \$	CONTRIBUTIONS \$	OPEN SPACE RESERVE (STATUTORY RESERVE) \$	MAJOR PROJECTS AND OTHER RESERVES (DISCRETIONARY) \$	BORROWINGS \$	COUNCIL CASH/FUNDED FROM RATES \$
CAP 300	Parks, O/Space & Streetscape	Public Arts Major Projects - continue to develop major arts in community	100,000						100,000
CAP 301	Parks, O/Space & Streetscape	Quarry Park - New Park Landscape Upgrade - Works as per Masterplan	750,000						750,000
CAP 302	Parks, O/Space & Streetscape	Town Square - Paisley St Car Park Footscray - F11 - Design and construction	1,720,000	200,000	1,520,000				-
CAP 303	Parks, O/Space & Streetscape	Pipemakers Park, Maribyrnong - Implementation of Masterplan, jetties, playground, trails	600,000		300,000				300,000
CAP 304	Parks, O/Space & Streetscape	Hansen Reserve, West Footscray - Implementation of Masterplan, playground, bike track, basketball court, planting	500,000						500,000
CAP 305	Parks, O/Space & Streetscape	Footscray Central Activity Area - Paisley Street Streetscape (Nicholson Street to Leeds Street) - Streetscape renewal	742,500						742,500
CAP 306	Parks, O/Space & Streetscape	Southampton Street Park - develop new open space	800,000			800,000			-
CAP 307	Parks, O/Space & Streetscape	Cruickshank Park - landscape and path improvement	250,000						250,000
CAP 308	Parks, O/Space & Streetscape	Bicycle trail lighting (Heavenly Queen, Footscray Park, Chifley Drive, Edgewater Waterfront)	200,000	100,000					100,000
CAP 309	Parks, O/Space & Streetscape	Footscray Central Activity Area - Bunbury Street Walk and Footpath improvements - streetscape	60,000						60,000
CAP 310	Parks, O/Space & Streetscape	Gateway and Parks Signage - 3 gateway signs and 9 park signs	120,000						120,000
CAP 311	Parks, O/Space & Streetscape	West Footscray Neighbourhood Activity Centre - Urban space at Barkly Street - Clarke Street	150,000						150,000

COUNCIL REF	ASSET CLASS	PROJECT NAME (2021-22)	PROJECT COST \$	GRANTS \$	CONTRIBUTIONS \$	OPEN SPACE RESERVE (STATUTORY RESERVE) \$	MAJOR PROJECTS AND OTHER RESERVES (DISCRETIONARY) \$	BORROWINGS \$	COUNCIL CASH/FUNDED FROM RATES \$
CAP 312	Parks, O/Space & Streetscape	Footscray Central Activity Area - Nicholson Street South Streetscape (Paisley Street to Irving Street)	45,000						45,000
CAP 313	Parks, O/Space & Streetscape	Mclvor Reserve - Landscape upgrade	200,000			200,000			-
CAP 314	Parks, O/Space & Streetscape	Mappin Reserve, Seddon - Playground Upgrade	100,000						100,000
CAP 315	Parks, O/Space & Streetscape	Beevers Reserve, Kingsville - Landscape works	50,000						50,000
CAP 316	Roads	Laneway Construction Program - Implementation	1,093,000				874,400		218,600
CAP 317	Roads	Local Area Traffic Management (LATM) - to clear the backlog	650,000						650,000
CAP 318	Roads	Bicycle and pedestrian upgrades	1,000,000				1,000,000		-
CAP 319	Roads	Minor works: signs, line marking, bike parking	100,000						100,000
CAP 320	Roads	Road safety upgrades	200,000						200,000
CAP 321	Roads	Plan and construct shared path from Aquatic Drive through Pipemakers Park to the Maribyrnong River Path	50,000						50,000
CAP 322	Roads	Design and Construct - Improve bike access to Highpoint Shopping Centre - refer to Northern Maribyrnong Integrated Transport Strategy	30,000						30,000
CAP 323	Roads	Design and construct Shared path beside Williamson Road between Rosamond Road and Hampstead Road	100,000						100,000
CAP 324	Roads	Ashley St - South Rd to Ballarat Rd - construct bike route	100,000						100,000

COUNCIL REF	ASSET CLASS	PROJECT NAME (2021-22)	PROJECT COST \$	GRANTS \$	CONTRIBUTIONS \$	OPEN SPACE RESERVE (STATUTORY RESERVE) \$	MAJOR PROJECTS AND OTHER RESERVES (DISCRETIONARY) \$	BORROWINGS \$	COUNCIL CASH/FUNDED FROM RATES \$
CAP 325	Computers & Telecom'ns	PC Management/Replacement	637,500						637,500
CAP 326	Land	Open Space Acquisition - HQ Temple land 3950m2	1,000,000			1,000,000			-
CAP 327	Land improvements	Land Remediation - Various sites	500,000	100,000					400,000
CAP 328	Grand Total		39,527,500	20,500,000	2,270,000	2,000,000	1,874,400	-	12,883,100