

Proposed
Annual Budget and
Strategic Resource Plan
2019/2020



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Message from the Mayor and CEO

We have taken the important step of introducing a new rating system in line with the State Government's proposed changes to the Local Government Act.

We held community forums to gain feedback on a preferred rating system that was equitable for all our landholders and provided the funds required to strategically meet the challenges that our municipality manages.

This includes maintaining ageing infrastructure, investing in new infrastructure that is necessary for a community that is growing in population and is in line with our vision for a vibrant, diverse and progressive city that is committed to a sustainable future as outlined in the Council Plan 2017-21. We have also taken into consideration the 2.5% rate cap imposed by the Victorian Government.

As a result of the forums, we have moved from a NAV system of rating to CIV system of rating. The new system enables residents to see how much they are paying for waste management. This cost was previously absorbed into the overall rates residents paid. The calculation for CIV has a general rate for residents and a differential rate is applied to other types of land, such as commercial, industrial and vacant land.

In this budget we have also proposed to increase the Pensioner Rate Rebate Scheme for all Maribyrnong pensioners eligible to participate in the State Government Pensioner Remission Scheme from \$189.55 to \$194.30 (an increase of 2.5%).

We're aware of how annual valuations have resulted in substantial increases in rates for some residents, and while valuations are a matter for the Valuer General's office, we have attempted to help residents with the transition by the introduction of a Rate Rebate Scheme for Residential properties that have a rates increase of equal to or greater than 30%.

The proposed Budget has been developed substantively in line with Council's Long Term Financial Strategy and Plan. We are working with an overall budget of \$158 million, \$61.212 million for capital and improvement works.

Some of the key projects proposed are:

- parks and open space and streetscape's \$14.4 million of capital and improvement works including the planting of trees in streets, boulevards, and parks across the City
- \$15.7 million to improve Council-owned roads across the City
- increasing the pensioner rebate rate to \$194.30
- delivering the Scovell Reserve Pavilion
- installation of green street lights \$110,000
- \$4.2 million to build and improve footpath and cycle ways

We continue to seek government funding and to develop partnerships to deliver projects such as the \$6 million for improvements to the Footscray Wharf and Promenade (this project includes \$4 million in funding from the Westgate Tunnel project).

Council continues to balance a budget that maintains excellence in service delivery across its many valued services to result in a thriving community.



Cr Martin Zakharov, Mayor
Stephen Wall, Chief Executive Officer

Executive Summary

Council has prepared a Budget for 2019/2020 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 \$21.1m for 2019/2020 (refer Section 3.1).

Key Things We Are Funding

- ongoing delivery of services to the Maribyrnong City Council community funded by a budget of \$144m. These services are summarised in Section 2.
- continued investment in infrastructure assets (\$30.5m including carry forward projects) primarily for renewal works. This includes roads (\$13.4m); footpaths and bicycle paths (\$3.9m); drainage (\$0.8m); parks, open space and streetscapes (\$9.0m); and waste management (\$0.2m); Recreational, leisure's and community facility (\$1.1m); Bridges (\$0.6m) and (\$1.36m) in off street carpark and other infrastructure; . 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.

The Rate Rise

- The average rate will rise by 2.5% in line with the order by the Minister for Local Government on 20 December 2018 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: \$158.0m (2018/2019F = \$145.9m)
Total expenditure: \$136.9m (2018/2019F = \$133.5m)
Accounting result: \$21.1m surplus (2018/2019F = \$12.4m)
(Refer Income Statement in Section 3.1)

Underlying Operating Result

Surplus of \$6.2m (2018/2019F = Surplus of \$5.4m)
(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). Underlying revenue does not take into account non-cash developer contributions and other one-off (non-recurring) adjustments

Capital & Improvement Works Expenditure

(Refer Statement of Capital Works in Section 4.4)

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

Total capital & Improvement works program of \$61.212m (Capital & Improvement works 2018-19 \$61.620m)

- \$30.636m from Council operations (2019-20 rates funded)
- \$0 from borrowings
- \$0.300m from asset sales
- \$9.462m from external grants
- \$5.003m from open space reserves
- \$3.2m from contributions
- \$12.611m 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 –Strategic Initiatives

Appendix B – Fees & Charges Schedule

Appendix C – Budget Process

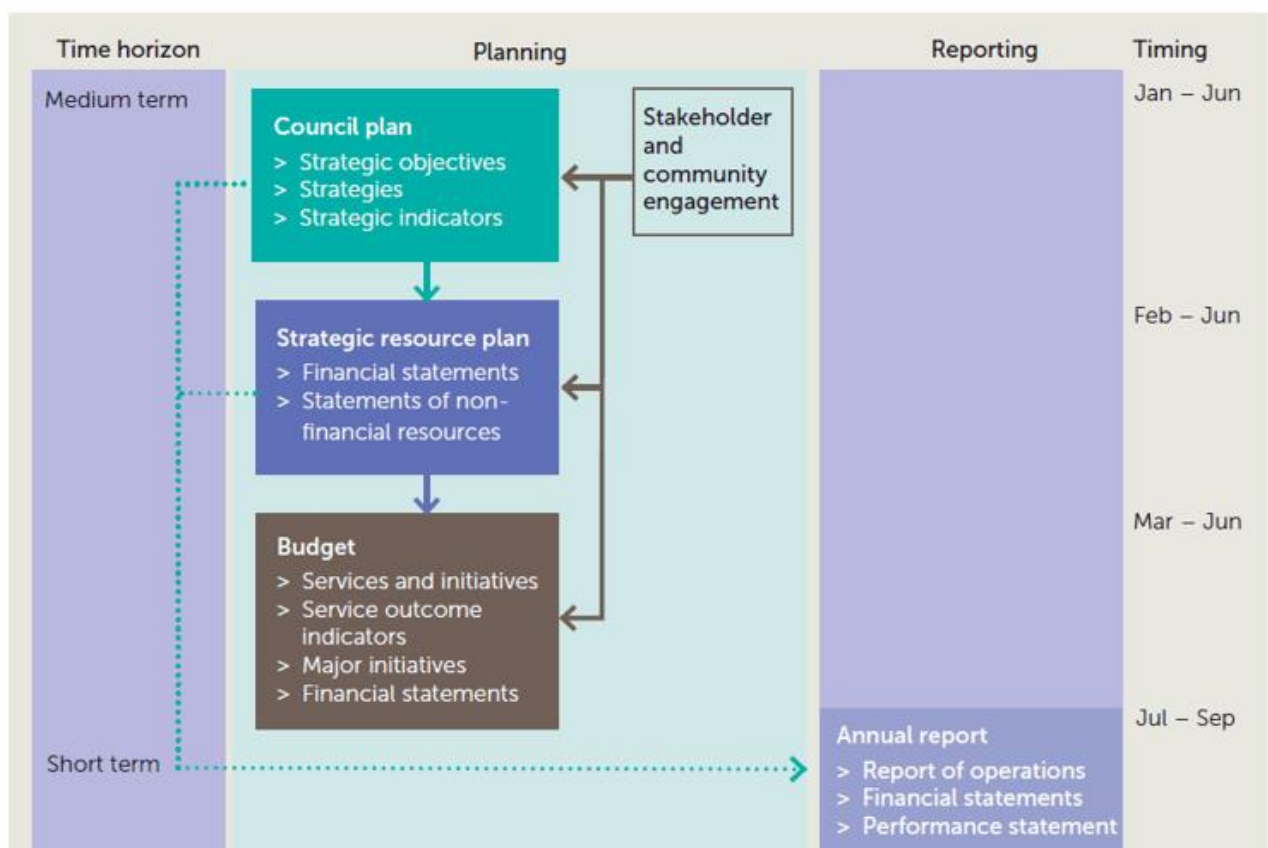
Appendix D – City Infrastructure Plan

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).

1.1 Legislative Planning and Accountability Framework

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

Feeding in to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes.

1.1.2 Key Planning Considerations

Service Level Planning

Although councils have a legal obligation to provide some services—such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

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

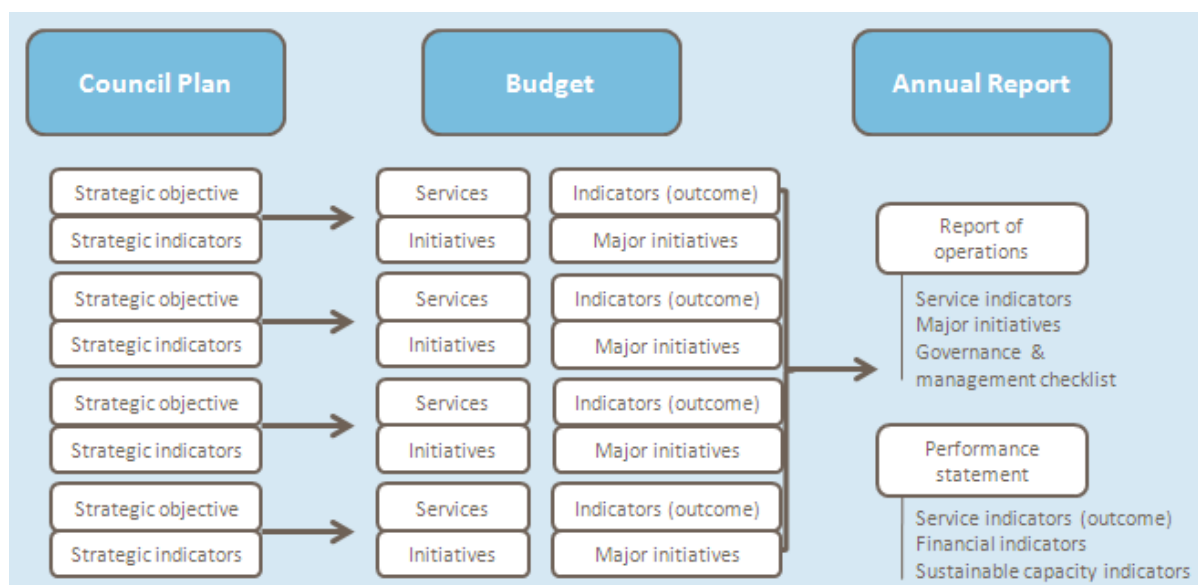
Strategy Objectives

Council provides 60 services and 240 sub 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
Strong leadership		Council will proactively lead our changing city using strategic foresight, innovation, transparent decision making and well-planned, effective collaboration.
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.
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.
Growth and prosperity		Council will support diverse, well-planned neighbourhoods and a strong local economy.
Mobile and connected city		Council will plan and advocate for a safe, sustainable and effective transport network and smart innovative city.
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 2019/20 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their 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 Strategic Objective 1: Strong Leadership

Council will proactively lead our changing City using strategic foresight, innovation, transparent decision making and well-planned, effective collaboration.

Summary of the community's key priorities

- Council as a responsive, customer focused organisation
- regular opportunities for participation in Council planning and decision making through informed, deliberative processes
- clear, timely communication accessible to all
- advocating to other sectors and levels of government on matters affecting quality of life
- a transparent, accountable Council in its governance and financial management.

Service area	Description of services provided		2018/19 Forecast	2019/20 Budget
Community Engagement & Advocacy	The Community Engagement & Advocacy team facilitates community engagement and advocacy programs. The team provides opportunities for community participation in Council decision making and designs and facilitates community consultation activities. Community Engagement & Advocacy also provides community information and education about significant issues, and advocates on major opportunities and initiatives.	<i>Exp</i>	637,811	620,393
		<i>Rev</i>	117,000	117,000
		<i>NET</i>	520,811	503,393
Contracts & Procurement	The Contracts & Procurement team oversees the purchasing of goods and services. This includes administering Council's tendering process and maintaining the Contracts Register. The team also participates in the City Central Collective for shared procurement and implements the LEAP Procurement Plan.	<i>Exp</i>	587,453	603,497
		<i>Rev</i>	-	-
		<i>NET</i>	587,453	603,497
Corporate Planning & Performance	The Corporate Planning & Performance team oversees Council's corporate and service planning functions. The team reports on Council's overall operational performance in accordance with the legislated Local Government Performance Reporting Framework; and links individual services with the framework of objectives, goals and policies described in the four year Council Plan and the Annual Plan. Corporate Planning & Performance are instrumental in the development of the four year Council Plan and the annual Priority Action Plan and delivers a continuous improvement program and enhanced organisational performance reporting, emanating from operational plans.	<i>Exp</i>	762,376	850,179
		<i>Rev</i>	-	-
		<i>NET</i>	762,376	850,179
Customer Service	The Customer Service team fields enquiries from the public and refers many of these to Council's services for response or resolution. The team maintains customer contact records and monitors response times, receipt and process all payments received in person, mail and over the phone and manages civic spaces, facilities and catering on behalf of community and Council.	<i>Exp</i>	1,365,371	1,459,424
		<i>Rev</i>	858	1,287
		<i>NET</i>	1,364,513	1,458,137
Financial Accounting	The Financial Accounting team oversees the systems, processes and record keeping relating to cash flow and financial investments. This includes raising purchase orders and paying or issuing invoices; while ensuring compliance with taxation and statutory reporting requirements and optimum returns on term deposit investments.	<i>Exp</i>	960,545	915,430
		<i>Rev</i>	2,358,940	3,640,627
		<i>NET</i>	(1,398,395)	(2,725,197)
Governance	The Governance team manages Council's decision making cycle to ensure accountability and transparency. The team develops briefings, reports and recommendations available to Councillors and prepares agendas and minutes for Council meetings. In addition to this, Governance administers opportunities for members of the public to speak at Council and	<i>Exp</i>	2,032,336	2,129,650
		<i>Rev</i>	5,184	867
		<i>NET</i>	2,027,152	2,128,783

Service area	Description of services provided		2018/19 Forecast	2019/20 Budget
	Committee meetings and manages the Councillor Induction program for newly elected Councils.			
Human Resources	The Human Resources team administers employee rights and responsibilities, staff recruitment and workplace training programs. They provide training and learning programs, including e-learning platforms, for induction, leadership skills and professional development. While also overseeing recruitment and ensures position descriptions are to standard and classified correctly. Human Resources also conducts new employee inductions, provides Enterprise Agreement interpretations and employee relations advice and assistance and manages the Employee Assistance Program contract.	Exp Rev NET	1,437,047 - 1,437,047	1,201,210 - 1,201,210
Information Management	Information Management ensures reliable storage and access to corporate information, documents and records. In addition to this the team supports associated systems such as record keeping programs, and maintains Council's email service. To guide employees' use of information systems, Information Management also Implements policies and procedures.	Exp Rev NET	869,767 - 869,767	911,793 - 911,793
Information Technology	The Information Technology team ensures that IT systems are maintained and have sufficient capacity to meet the organisation's needs. The team provides application support and advice on best use of business applications; while also managing procurement and maintenance of IT and telephony equipment and key corporate software systems such as Civica Authority, TRIM and GIS.	Exp Rev NET	4,712,268 - 4,712,268	5,017,284 - 5,017,284
Media & Communications	The Media & Communications manages and coordinates communications, media and issues management across the organisation. This includes providing advice on media issues and proactive media strategies, raising Maribyrnong's profile and reputation amongst the community and stakeholders and ensuring communication channels and policies reflect best practice. Media & Communications prepares and delivers internal communications and organises citizenship ceremonies and other civic events.	Exp Rev NET	1,117,886 - 1,117,886	1,203,900 - 1,203,900
Occupational Health & Safety	The Occupational Health & Safety team advises on safety direction to assist in making the workplace safe and coordinates hazard and incident reporting. The team is responsible for the Three Year Occupational Health and Safety Strategic Plan, provides support and assistance to injured employees and promotes employees' health and wellbeing.	Exp Rev NET	506,656 - 506,656	503,383 - 503,383
Organisational Development	The Organisational Development is responsible for organisation's human and strategic capability. Delivers programs that monitor and improve organisational performance with a focus on creating a high performing	Exp Rev NET	137,916 - 137,916	153,800 - 153,800

Service area	Description of services provided		2018/19 Forecast	2019/20 Budget
	organisation. Develops leadership skills and fosters a culture of continuous improvement. Provides internal coaching and development support.			
Payroll	Payroll provides services to Council employees and ensures all business is done in accordance with the Maribyrnong Council Enterprise Agreement, and other relevant awards and industrial agreements.	<i>Exp</i>	313,232	320,136
		<i>Rev</i>	-	-
		<i>NET</i>	313,232	320,136
Risk Management	The Risk Management team implements policies and procedures that minimise Council's business and operational risks. This includes maintaining a Risk Register which quantifies and prioritises risks, reviewing and updating Council's Business Continuity Plan, and administering Freedom of Information obligations.	<i>Exp</i>	1,064,978	1,063,425
		<i>Rev</i>	1,569	-
		<i>NET</i>	1,063,409	1,063,425

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

Other Strategies, Plans, Services and Ongoing Activities Supporting the Objective

Strategies & Plans

- Customer Service Charter
- Codes of Conduct
- Complaints Resolution Procedure
- Information Technology Strategy
- Lease and License Policy
- Long Term Financial Resource Plan
- Planning and Accountability Framework
- Property Management Strategy
- Spatial Information Strategy

2.2 Strategic Objective 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.

Summary of the community's key priorities

- assistance to community sport and recreation clubs to increase usage and amenity
- modern, innovative facilities supporting community engagement in activities and services
- access to quality, co-located early years infrastructure, flexible childcare options, kindergarten and maternal child health
- spaces for participation in arts and culture
- support for emerging and established arts and culture practitioners
- capacity building and collaboration on community led initiatives
- affordable programs in lifelong learning and participation for all ages and backgrounds
- volunteering opportunities and networking/ training for volunteer-based organisations
- cross-cultural understanding and celebration of Maribyrnong as a multicultural city
- promotion of the city's image as inclusive, welcoming and friendly
- support for our most vulnerable residents
- reduction in drug use and its impact

Service Area	Description Of Services Provided		2018/19 Forecast \$'000	2019/20 Budget \$'000
Arts & Culture	The Arts & Culture team develops arts and cultural projects unique to Maribyrnong's people, landscape and history by providing annual grants, low-cost leases to local arts organisations and artist in-residence programs. Arts & Culture promote and deliver arts programs to the community.	<i>Exp</i>	794,672	799,757
		<i>Rev</i>	42,664	33,759
		<i>NET</i>	752,008	765,998
*Community Care	The Community Care team manages a range of services focused on the elderly and people with a disability. The team delivers assistance services for domestic chores, personal hygiene and grooming, home maintenance and modifications. Community Care delivers in-home respite services to give primary carers a break, while also facilitating social support groups and activities.	<i>Exp</i>	4,557,410	4,479,216
		<i>Rev</i>	3,602,432	3,701,228
		<i>NET</i>	954,978	777,988
Community Centres	The community centres provide low-cost programs for lifelong learning, social inclusion and wellbeing, as well as providing low-cost spaces and support to community groups. Through the Centres there are opportunities for volunteering, community leadership and civic participation. The Centres also provide support services through Council's social worker and Neighbourhood house program.	<i>Exp</i>	1,604,946	1,650,015
		<i>Rev</i>	288,033	245,531
		<i>NET</i>	1,316,913	1,404,484
Community Development	Community development programs strengthen the capacity, resilience and opportunities within the community through the delivery of the annual community grants program, promoting volunteering and leadership opportunities and assisting the community to respond to issues and inequity. Community development aims to promote community engagement and participation.	<i>Exp</i>	701,972	961,882
		<i>Rev</i>	160,867	160,000
		<i>NET</i>	541,105	801,882

Service Area	Description Of Services Provided		2018/19 Forecast \$'000	2019/20 Budget \$'000
Diversity & Inclusion	The diversity and inclusion team develops and delivers strategies, action plans and programs that relate to diverse communities. In particular they provide translating, interpreting, competency and awareness training programs. The team also facilitates the Disability Advisory Committee, Maribyrnong Reconciliation Action Plan Advisory Committee and the National Disability Insurance Scheme transition.	<i>Exp</i>	433,634	421,676
		<i>Rev</i>	147,964	139,976
		<i>NET</i>	285,670	281,700
Early Years	The Early Years team is responsible for the delivery of services and facilities focused on infants and young children, engaging the local service sector to deliver the Maribyrnong Strategy for Children. The team administers registrations for long day child care, kindergarten and other programs in partnership with local education and care services. Early Years delivers community development projects such as the Family Strengthening Strategy.	<i>Exp</i>	1,014,232	953,210
		<i>Rev</i>	250,949	251,233
		<i>NET</i>	763,283	701,977
Emergency Management	The Emergency Management team plans for and coordinates Council's response to emergency situations. This includes ensuring systems, procedures and operational partnerships are in place to maintain council and community function in emergency situations. The team also trains Council staff in emergency management duties and provides relief and recovery to those affected by emergency situations.	<i>Exp</i>	205,287	256,881
		<i>Rev</i>	42,815	42,815
		<i>NET</i>	162,472	214,066
Health & Wellbeing Development	The Health & Wellbeing team develops and evaluates Council's approach to healthy and active lifestyles, community safety, alcohol and other drugs, gender equity and preventing violence against women. The team also provides advice to Community Services and other departments on these and related matters, including housing, transport and healthy environments. Further to this, Health & Wellbeing develops and coordinates specific health and wellbeing programs such as Sons of the West, Daughters of the West and Active Maribyrnong.	<i>Exp</i>	533,537	551,309
		<i>Rev</i>	-	-
		<i>NET</i>	533,537	551,309
Library Services	Library services provide diverse collections and community learning and literacy programs to the community. The libraries seek to create inviting, accessible and inclusive spaces where lifelong learning opportunities through reading, literacy and knowledge based programs are provided. The community can access information and ideas through digital services and the library provides opportunities for informal and formal volunteering.	<i>Exp</i>	4,268,791	4,426,523
		<i>Rev</i>	707,555	718,058
		<i>NET</i>	3,561,236	3,708,465
Maribyrnong Aquatic Centre	Maribyrnong Aquatic Centre is Council owned and run. The centre provides health, fitness, leisure and education including swimming programs, childcare and customer service. Centre staff also manage operations including pool supervision, safety and management.	<i>Exp</i>	5,372,988	5,397,261
		<i>Rev</i>	5,166,074	5,176,473
		<i>NET</i>	206,914	220,788

Service Area	Description Of Services Provided		2018/19 Forecast \$'000	2019/20 Budget \$'000
Maternal Child Health	Maternal Child Health service provides assessments, support, referrals and education for families with pre-school aged children. Families are given 10 key ages and stages assessments and Maternal Child Health will provide consultations and support to those experiencing domestic violence and delivers an enhanced service for children and families at risk. Maternal Child Health establishes new parents groups, provides breast feeding support and delivers free immunisation programs.	<i>Exp</i>	3,458,453	3,228,733
		<i>Rev</i>	963,504	939,064
		<i>NET</i>	2,494,949	2,289,669
Positive Ageing	Positive Ageing seeks to provide programs and activities to support older people who are on a low income, homeless or at risk of homelessness while promoting Maribyrnong as an Age Friendly City. The team delivers programs for seniors as well as providing support for older people in need.	<i>Exp</i>	1,224,967	1,166,876
		<i>Rev</i>	469,149	462,149
		<i>NET</i>	755,818	704,727
Recreation Services	The Recreation Services team plans and manages Council's recreation facilities, user agreements and also provides development training and support to clubs. Council's recreation facilities include sports grounds, pavilions, and a range of sporting and community facilities. The team conducts recreation planning and oversees capital works projects; while also administering sporting club leases, bookings and event permits for Council's parks and gardens.	<i>Exp</i>	1,037,405	1,051,890
		<i>Rev</i>	101,923	78,702
		<i>NET</i>	935,482	973,188
Strategic Social Policy, Projects & Planning	The Strategic Social Policy, Projects & Planning Policy team conducts social research, policy development and community infrastructure planning and project management, managing strategic and major projects for Community Services throughout the project life cycle.	<i>Exp</i>	990,851	1,120,415
		<i>Rev</i>		
		<i>NET</i>	990,851	1,120,415
Youth Services	Youth Services works to enhance and promote positive development, wellbeing outcomes and civic participation of young people aged 12-25 years. Youth Services provide strategic planning, advocacy and partnerships to support young people including the management of Phoenix Youth Hub.	<i>Exp</i>	1,162,802	1,233,103
		<i>Rev</i>	136,483	122,880
		<i>NET</i>	1,026,319	1,110,223

*Council made a decision in February 2019 Council Meeting to deliver home care, personal care and respite care for older people and people with disability in Maribyrnong City Council, under a sub-contracting arrangement. Council endorsed a not for profit provider to continue to deliver these services in partnership with Council.

Major Initiatives

Major Initiatives	Performance Indicator	Strategy
Deliver Scovell Reserve Pavilion	Scovell Reserve Pavilion completed	Deliver sport and recreation programs and capital works that increase capacity, accessibility and wellbeing
Finalise the Community Infrastructure Plan 2041	Implementation of the Community Infrastructure Plan 2041 commenced	Embed social and community needs within all major infrastructure projects impacting Maribyrnong
Redevelop the Footscray Early Learning Hub as part of the Footscray Learning Precinct	Decision made regarding the site and configuration of uses for the Footscray Early Learning Hub	Facilitate early years, children, youth and family-focused services for a rapidly growing community
Complete construction of Church St Early Years Centre	Construction completed	
Redevelop the Footscray Library, Arts and Cultural Hub through the NeXT Project	Decision made regarding the future of the Footscray Library, Arts and Cultural Hub following presentation of the feasibility concept plan and business case	Deliver and support arts and culture opportunities that enhance social connection, inclusion and the experience of living in Maribyrnong
Design and implement the process to deliver the volunteer strategy 2018-2021	Volunteer strategy development and implementation commenced	Enable formal and informal volunteering, community leadership, civic participation and place-based neighbourhood development

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	$\frac{\text{[Number of children who attend the MCH service at least once (in the year)]}}{\text{[Number of children enrolled in the MCH service]}} \times 100$
Maternal and Child Health	Participation	Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	$\frac{\text{[Number of Aboriginal children who attend the MCH service at least once (in the year)]}}{\text{[Number of Aboriginal children enrolled in the MCH service]}} \times 100$
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	$\frac{\text{[Number of active library members]}}{\text{[municipal population]}} \times 100$
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

Other strategies, plans, services and ongoing activities supporting the objective Strategies & Plans

- Access and Inclusion Plan
- Active Maribyrnong Plan
- Alcohol and Other Drugs Policy and Action Framework
- Arts and Culture Strategy
- Community Gardens Policy
- Community Infrastructure Plan
- Community Learning and Libraries Information Technology Plan
- Community Learning and Libraries Lifelong Learning and Literacy Strategy
- Early Years Strategy
- Family Strengthening Strategy

- Flood Management Plan
- Youth Strategy
- Human Rights and Social Justice Framework
- Municipal Emergency Management Plan
- Positive Ageing Strategy
- Public Art Strategy
- Recreation Strategy
- RecWest Footscray Feasibility Study
- Reducing Harm From Gambling Policy
- Revitalising Braybrook Action Plan
- Sports Development Strategy
- Sports Ground Renewal Strategy
- Sports Pavilion Capital Improvement Program

2.3 Strategic Objective 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.

Summary of the community's key priorities

- develop public spaces that facilitate community interaction, safety and pride of place
- new open spaces to support population growth
- parks and open spaces with shade, bins, toilets, water taps and bbq/picnic facilities
- multi-purpose sporting and recreation facilities for a growing population
- community safety and perceptions of safety through crime prevention and urban design

Service Area	Description Of Services Provided		2018/19 Forecast	2019/20 Budget
Animal Management	Animal Management provides enforcement services for managing pets and other animals. This includes investigating breaches of the Domestic Animals Act and Council's local laws, and responds to nuisance animal complaints and administering pet registrations.	Exp	711,455	892,920
		Rev	653,000	738,124
		NET	58,455	154,796
Asset Management	The Asset Management team provides internal policy, strategies and advice on asset management services. The team is the custodian of Council's civil assets, the Infrastructure Plan and planning for capital and renewal. They also maintain data and registers for all civil infrastructure assets, the Road Management Plan, compliance and asset management plans, as well as service levels.	Exp	627,367	796,220
		Rev	-	-
		NET	627,367	796,220
Asset Protection	The Asset Protection team issues protection permits and road opening permits to ensure Council owned assets undamaged when building or other works are undertaken in the municipality.	Exp	508,183	677,756
		Rev	482,182	683,310
		NET	26,001	-5,554
Building Services	The Building Services team regulates and enforces building controls, ensuring building sites are safe. This includes conducting inspections to ensure compliance with building permits, enforcing the Building Act 1993, Public Health and Wellbeing Act 2008, and the National Construction Code 2016. Building Services also prosecutes illegal building works and acts on illegal rooming houses.	Exp	1,115,519	998,527
		Rev	706,155	799,900
		NET	409,364	198,627
Capital Projects Delivery	The Capital Project's Delivery team designs and manages the delivery of Council's infrastructure projects and Implement the Project Management Framework. Projects include building refurbishments and new buildings, and constructing roads laneways, carparks, footpaths and drainage systems. The team also manages all urban space projects including both design and constructions of wharves, pontoons, parks and open space.	Exp	560,270	637,125
		Rev	-	-
		NET	560,270	637,125
City Amenity	The City Amenity team provides the community with well-presented infrastructure. This includes ensuring public places are clean and well-presented and planning and delivering street and footpath sweeping, and cleansing programs. The team also maintains, Safe City CCTV, syringe and sharps facilities, and fire hydrants; and provides a rapid response service for graffiti and illegal rubbish dumping, and conducts after hours and emergency call outs.	Exp	5,361,356	5,564,811
		Rev	120,000	160,000
		NET	5,241,356	5,404,811
City Design	City Design plans and manages the built environment in the public domain. This includes setting design and management standards for the built public realm, and	Exp	625,293	616,794
		Rev	75,000	75,000
		NET	550,293	541,794

Service Area	Description Of Services Provided		2018/19 Forecast	2019/20 Budget
	developing masterplans for activity centres, precincts and streetscape projects. The team also provides architectural advice for infrastructure and building projects, advises on planning permit applications and strategic planning amendments and ensures consistency with Council's City Infrastructure Plan and Good Design Agenda.			
Compliance	The Compliance team administers Council's law enforcement processes including processing infringements issued by Council's enforcement staff, issuing permits for parking, skip bins, and road occupation and maintaining databases for parking permits and animal registrations.	Exp Rev NET	1,944,529 - 1,944,529	2,147,839 - 2,147,839
Development Engineering	The Development Engineering team advises Council departments on development, subdivision, re-zoning and building proposals. This includes assessing developers' designs for new civil infrastructure and monitoring their construction.	Exp Rev NET	122,535 15,000 107,535	125,242 - 125,242
Environmental Health	The Environmental Health team monitors and enforces public health and safety regulations. This includes inspecting food business annually to ensure safe and hygienic practices and monitoring health premises to prevent the spread of infectious diseases. The team also enforces the Food Act 1984, Public Health and Wellbeing Act 2008 and Tobacco Act 1998.	Exp Rev NET	1,146,162 883,490 262,672	1,205,584 990,863 214,721
Facilities Management and Maintenance	The Facilities Management and Maintenance team manages the life-cycle of Council's buildings. This includes providing building maintenance services and overseeing contracts for building security systems, plumbing, air conditioning, electrical systems, painting and cleaning. The team also manages Council's public lighting obligations.	Exp Rev NET	4,337,344 48,070 4,289,274	3,998,520 45,800 3,952,720
Fleet Management	The Fleet Management team provides policy, strategies and fleet services for Council's operational and light vehicles, and maintains the Council fleet's effectiveness and efficiency.	Exp Rev NET	2,194,667 2,336,357 (141,690)	2,001,739 2,288,873 (287,134)
Local Laws	The Local Laws team monitors and enforces local laws relating to public amenity. Their primary focus is on litter enforcement, unsightly properties, abandoned vehicles, fire hazards and graffiti. The team also provides advice to the community on maintaining clean and safe places.	Exp Rev NET	1,587,646 816,763 770,883	1,696,551 704,341 992,210

Service Area	Description Of Services Provided		2018/19 Forecast	2019/20 Budget
Open Space	The Open Space team plans and manages Council's public open spaces and their built facilities. This includes setting standards for public open space design and management and developing masterplans for long-term improvements to public open space, and leads the acquisition of land for new open space. The team manages expenditure from the Open Space Contributions reserve and also plans and designs all open space projects in the capital works program.	Exp Rev	568,359 -	843,801 -
		NET	568,359	843,801

Major Initiatives

Major Initiatives	Performance Indicator	Strategy
Undertake a 5-year review of the Maribyrnong Open Space Strategy to guide open space provision and needs in the city	Strategy presented to Council	Plan and deliver a diverse range of open space in natural and urban environments
Implement the Hansen Reserve Masterplan Stage 1 including a new regional play space	Hansen Reserve Masterplan Stage 1 implemented	

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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

Other strategies, plans, services and ongoing activities supporting the objective Strategies & Plans

- Asset Management and Improvement Strategy
- Asset Management Plans for bridges, building and open spaces
- Capital Works Plan
- Closed-Circuit Television Policy
- Community Infrastructure Plan
- Community Learning and Libraries Strategic Plan and Building Strategy
- Domestic Animal Management Plan
- Footscray Park Masterplan
- Maribyrnong Open Space Strategy
- Play Maribyrnong Improvement Plan
- Park Masterplan
- Public Lighting Improvement Policy
- Sustainable Surfaces Strategy

2.4 Strategic Objective 4: Growth and Prosperity

Council will support diverse, well-planned neighbourhoods and a strong local economy.

Summary of the community's key priorities

- diversity of housing - mixed dwelling sizes, affordability and varied density
- support for small businesses and incubation of new enterprises
- attract new businesses providing local employment opportunities
- initiatives generating opportunities and pathways to employment
- activate existing open spaces for a range of recreational experiences
- green spaces considered within activity centres (Footscray CBD and village precincts)
- maintain and enhance the quality and design of built environments
- vibrant shopping strips and villages
- encourage timely, appropriate development of dormant, privately owned sites

Service Area	Description Of Services Provided		2018/19 Forecast	2019/20 Budget
Activation & Festivals	The Activation & Festivals team supports and delivers festivals, local tourism, and key city activation projects. This includes delivering Council's Festival City Program including the grants, partnership and producing programs attracting festivals across the city. The team also manages the Activation and Tourism programs and initiatives across the city in line with the Tourism Visitation Strategy. Activation & Festivals support Maribyrnong's Inner Melbourne Action Plan (IMAP) project, the delivery of Footscray University Town and delivers the festive season program and Council's New Year's Eve celebration.	<i>Exp</i>	1,442,321	1,454,001
		<i>Rev</i>	213,404	45,890
		<i>NET</i>	1,228,917	1,408,111
Economic Development	The Economic Development team supports Maribyrnong's business community, in particular the growth of new and existing businesses and fosters positive relationships between Council and business. In conjunction with other Council services, the Economic Development team advises on relevant local laws and regulations. The team promotes the city as a place to establish new enterprises and provides training opportunities for businesses and publishes Maribyrnong's Business Bulletin e-news. Economic Development maintains partnerships with peak bodies and government agencies, provides advice on conducting commercial activities in the municipality. They also support Smart City initiatives and the Enterprise Maribyrnong Special Committee and deliver's Council's Business Improvement District grant program.	<i>Exp</i>	1,055,307	1,048,850
		<i>Rev</i>	44,000	5,325
		<i>NET</i>	1,011,307	1,043,525
Major Projects & Strategic Relationships	The Major Projects & Strategic Relationships team manage Major Projects and Strategic Relationships.	<i>Exp</i>	932,856	1,353,184
		<i>Rev</i>	250,000	450,000
		<i>NET</i>	682,856	903,184

Service Area	Description Of Services Provided		2018/19 Forecast	2019/20 Budget
Management Accounting	The Management Accounting team prepares Council's key financial documents including Annual Budget, Long Term Financial Strategy and Long Term Financial Plan. The team develops financial monitoring, reporting, controls and forecasts; while playing a supporting role to ensure the integrity of financial systems and information. The Management Accounting team also updates the Capital Value Register and ensures all legal and regulatory obligations are met.	<i>Exp</i> <i>Rev</i> <i>NET</i>	4,932,887 39,500 4,893,387	7,601,211 - 7,601,211
Property Management	The Property Management team conducts acquisitions, sales and leasing of Council properties. The team is responsible for the Property Management Strategy plans for current and future property needs. And also maintains Council's Lease Register, and administers property insurances, liabilities and claims.	<i>Exp</i> <i>Rev</i> <i>NET</i>	3,024,607 2,739,000 285,607	589,099 356,000 233,099
Revenue Services (Rates)	The Revenue Services team Collects property rates and conducts valuations. In addition to this the team maintains Council's property database and provides customer services for rates and property enquiries. Properties are valued every year Valuer General Office analyse multiple sources of information to determine individual property values e.g. recent property sales, the local rental market, building and planning permits	<i>Exp</i> <i>Rev</i> <i>NET</i>	1,545,518 100,349,997 (98,804,479)	1,390,159 103,239,339 (101,849,180)
Strategic Planning	The Strategic Planning team manages land use through the Maribyrnong Planning Scheme and Council's planning policies. This includes preparing framework and precinct plans for activity centres and strategic redevelopment sites and preparing and assessing planning scheme amendments. The team also represents Council at Planning Panels Victoria, VCAT and Ministerial Advisory Committees, conducts land use research and monitors trends and provides heritage conservation advice, and coordinates the Heritage Advisory Committee.	<i>Exp</i> <i>Rev</i> <i>NET</i>	1,787,223 94,710 1,692,513	2,292,120 28,512 2,263,608
City Planning	The City Planning team provides statutory planning services, including development approvals, permits and regulatory advice. This includes making decisions in accordance with the Maribyrnong Planning Scheme and facilitating the development and release of land to accommodate the growing population and housing stock needs. The team also enforces planning permits and the Maribyrnong Planning Scheme and takes legal action against breaches; while also educating residents, applicants, Councillors and new businesses on planning regulations.	<i>Exp</i> <i>Rev</i> <i>NET</i>	2,468,310 1,615,840 852,470	2,567,884 1,511,895 1,055,989

Major Initiatives

Major Initiatives	Performance Indicator	Strategy
Continue to implement the strategic directions of the revised Housing Strategy.	Progress the planning scheme amendment/planning policy to facilitate strategic directions of the 2018 Housing Strategy	Plan for a diverse, high quality and affordable housing in appropriate locations that responds to community growth and needs.
Implement the draft Development Contribution Plan for the City	Planning scheme amendment prepared for the City	

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

Other strategies, plans, services and ongoing activities supporting the objective Strategies & Plans

- Central West (Braybrook) Major Activity Centre Structure Plan
- Festival City Policy
- Footscray City Edge Masterplan
- Footscray Structure Plan
- Footscray University Town Business Plan
- Gordon and Mephan Street Framework Plans
- Highpoint Urban Design Framework
- Housing Strategy
- Maribyrnong Economic and Industrial Development Strategy
- Maribyrnong Heritage Plan
- Maribyrnong Planning Scheme
- Maribyrnong River Valley Urban Design Guidelines
- Property Management Strategy
- River Edge Masterplan
- Seddon Urban Design Framework
- Tourism Visitation Action Plan
- West Footscray Urban Design Framework
- Yarraville Village Urban Design and Traffic Study
- Footscray University Town Memorandum of Understanding

2.5 Strategic Objective 5: Mobile and Connected City

Council will plan and advocate for a safe, sustainable and effective transport network and smart, innovative city.

Summary of the community's key priorities

- more pedestrian and cycling connections along the waterways
- safe, connected cycling links to Melbourne CBD
- more of safe, well delineated bike paths
- improved public transport frequency and cross town connections
- less truck traffic on residential streets
- traffic calming measures to combat traffic congestion
- well maintained roads and footpath

Service Area	Description Of Services Provided		2018/19 Forecast	2019/20 Budget
Active Transport Planning	The Active Transport Planning is responsible for improving bicycle and walking networks. This includes advocating for active transport across the municipality and manages the Active Transport Advisory Committee.	<i>Exp</i>	128,072	126,331
		<i>Rev</i>	-	-
		<i>NET</i>	128,072	126,331
Civil Design & Drainage	The Civil Design & Drainage team delivers the capital works program for Council's roads, carparks, drainage and laneways. This includes providing approvals for drainage plans and building over easements. The team is also responsible for the Council Flood Management Plan (with Melbourne Water).	<i>Exp</i>	229,856	247,137
		<i>Rev</i>	-	-
		<i>NET</i>	229,856	247,137
Parking	The Parking team enforces parking regulations and issues infringements for parking over-stays, unsafe parking and compliance in resident parking zones. The team also reports damaged or obscured parking signs.	<i>Exp</i>	6,841,229	6,589,388
		<i>Rev</i>	13,529,335	15,921,217
		<i>NET</i>	(6,688,106)	(9,331,829)
Roads & Drainage Maintenance	The Roads & Drainage Maintenance team maintains Council's roads, reserve, footpaths and drainage infrastructure. They implement the Road Management Plan and asset protection system, while also maintaining Council's Road Register. The team also plans and delivers an annual maintenance program and maintains traffic signals and pedestrian crossings.	<i>Exp</i>	3,504,441	3,304,283
		<i>Rev</i>	199	-
		<i>NET</i>	3,504,242	3,304,283
Transport Planning	The Transport Planning team plans and manages Council's traffic, parking assets and delivers road safety programs. The team also provides transport planning support to Council departments, including Traffic Management Plans and administers National Heavy Vehicle Regulator applications.	<i>Exp</i>	997,508	947,638
		<i>Rev</i>	-	5,500
		<i>NET</i>	997,508	942,138

Major Initiatives

Major Initiatives	Performance Indicator	Strategy
Undertake West Footscray Local Area Traffic Management Study (LATM); develop safer roads through 40km/h speed limit in Area 1 (Footscray CBD) and Area 3 (Kingsville & Yarraville); and implement 15 speed humps and other treatments at various locations in West Footscray and Kingsville	Actions completed and effectiveness verified through before and after installation surveys	Improve amenity and reduce traffic congestion through local area traffic management
Conduct a cost benefit analysis (CBA) on data collection tools and models for the building renewal program	Preparation and approval of the CBA	
Continue reconfiguring CIVICA – AMS for alignment with ISO 55000 asset management practices	All critical processes mapped within the Asset Management System and incorporated into Council's 10 Year Asset Management Plan	Improve amenity and reduce traffic congestion through local area traffic management
Implement the Fleet Management System using AusFleet and produce a fleet policy and manual	Staged implementation of the following AusFleet modules conducted: Fleet Fuel Cards, Maintenance Management, Pre Start Check Lists and CoR Compliance	
Develop the 10 Year Asset Management Plan	Asset Management Plan approved and compliant with the Local Government Act	
Implement and deliver the Footscray Smart City for Social Cohesion (Footscray SC2) Program	Phase 1 Footscray SC2 successfully implemented	Develop the city as a 'Smart City' using technology initiatives to manage the city's resources and services in more effective ways.

Other strategies, plans, services and ongoing activities supporting the objective Strategies & Plans

- Bicycle Strategy
- Roads Management Plan
- Safe Travel Plan
- Northern Maribyrnong Integrated Transport Strategy
- Walking Strategy
- Maribyrnong Integrated Transport Strategy
- Asset Management Plans for Roads and Footpaths

2.6 Strategic Objective 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.

Summary of the community's key priorities

- increase tree planting, particularly shade trees
- reduce climate change impacts through leadership, community support and education
- improve Footscray CBD amenity particularly regarding rubbish and graffiti
- more waste diverted from landfill
- respond to and prevent illegal dumping of rubbish
- improve recycling, hard rubbish and green waste collection services
- regenerate and protect water ways, native habitats and biodiversity

Service Area	Description Of Services Provided		2018/19 Forecast	2019/20 Budget
Arboriculture	The Arboriculture team maintains the Urban Tree Network and Council's playground assets. They manage and maintain street trees for compliance with Electric Line Clearance Plan legislative requirements, while also managing and maintaining trees in parks and reserves. Arboriculture also deliver street and park tree planting programs.	<i>Exp</i>	2,025,860	2,033,756
		<i>Rev</i>	140,000	49,000
		<i>NET</i>	1,885,860	1,984,756
Environmental Services	The Environmental Services team provides internal advice on environmentally sustainable management practices and the promotion of sustainable practice in the community. This includes maintaining the waste management policy and strategies to agreed standards. It also includes auditing Council's lighting, carbon neutral and environmentally sustainable design guidelines. Additionally, the team also develops the water action plan, conducts environmental and waste education programs, and land remediation projects. Environmental Services also manages land contamination registers and land remediation services.	<i>Exp</i>	2,933,503	2,925,641
		<i>Rev</i>	49,922	-
		<i>NET</i>	2,883,581	2,925,641
Horticulture, Sports Grounds, Turf Maintenance, Conservation & Land Management	The Horticulture, Sports Grounds, Turf Maintenance, Conservation & Land Management team maintains and improves sportsgrounds and lawns. The team also ensures all parks, playgrounds, childcare centres and sports grounds are well maintained, safe and inviting. They deliver biodiversity education programs such as the Junior Ranger Program. The team also plants and maintains trees, shrubs and ground covers and assists Friends Groups in planting vegetation.	<i>Exp</i>	5,351,594	5,272,190
		<i>Rev</i>	10,128	-
		<i>NET</i>	5,341,466	5,272,190
Waste Management	The Waste Management team facilitates all of Council's waste management services. They also promote responsible waste disposal to extend the life of local landfills. The team manages waste and recycling contracts and implements Council's waste policy, while also supporting waste recycling and recovery programs.	<i>Exp</i>	6,807,579	6,695,986
		<i>Rev</i>	166,083	-
		<i>NET</i>	6,641,496	6,695,986

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

Other strategies, plans, services and ongoing activities supporting the objective Strategies & Plans

- Ecologically Sustainable Design Policy for Council Buildings
- Electrical Line Clearance Plan
- Street Tree Planting Strategy
- Sustainable Water Plan
- Waste Contract – Project Management Plan
- Waste Management Planning Guidelines
- Waste Minimisation Strategy
- Waste Policy
- Water Conservation Action Plan
- Zero Carbon Maribyrnong Action Plan
- Green Travel Plan

2.7 Reconciliation with Budgeted Operating Result

Reconciliation with budgeted operating result	Budget 2019/20 Net \$(000)	Budget 2019/20 Income \$(000)	Budget 2019/20 Expenditure \$(000)
Strategic Objective 1	13,193	3,760	16,953
Strategic Objective 2	15,627	12,072	27,699
Strategic Objective 3	15,717	6,486	22,203
Strategic Objective 4	-87,340	105,637	18,297
Strategic Objective 5	-4,712	15,927	11,215
Strategic Objective 6	16,879	49	16,928
Total Maribyrnong City Council - Operating	-30,636	143,931	113,295
Capital and Improvement Works Program	30,636	30,576	61,212
Balanced Budget	0	174,507	174,507
Income & Expenditure reduced by Internal Charges	0	-1,918	-1,918
Expenses added in:			
Depreciation	-18,262		18,262
Expenses reduced by:			
Transfer to Reserves	5,923		-5,923
Capitalised Expenditure transfer to Assets	48,010		-48,010
Income added in:			
Open Space Reserve contribution expected to receive in 19/20	3,051	3,051	
Income reduced by: (Capital & Improvement Works funded from reserves)			
Major Projects & Other Reserves	-12,611	-12,611	
Open Space Reserve	-5,003	-5,003	
Balance as per Income Statement	21,108	158,026	136,918

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019/20 has been supplemented with projections to 2022/23 extracted from the Strategic Resource Plan.

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

Comprehensive Income Statement
Balance Sheet
Statement of Changes in Equity
Statement of Cash Flows
Statement of Capital Works
Statement of Human Resources

Pending Accounting Standards

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- AASB 16 Leases
- AASB 15 Revenue from Contracts with Customers, and
- AASB 1058 Income of Not for Profit Entities

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- AASB 16 Leases – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not for Profit Entities – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

3.1 Comprehensive Income Statement for the Four Years Ending 30 June 2023

		Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
	NOTES			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Income						
Rates and charges	4.1.1	100,111	103,110	106,158	109,697	113,358
Statutory fees and fines	4.1.2	15,178	14,824	15,013	15,371	15,398
User fees	4.1.3	10,128	13,138	13,428	13,731	14,040
Grants - Operating	4.1.4	7,266	8,294	8,480	8,671	8,866
Grants - Capital	4.1.4	3,523	9,462	3,384	1,684	1,334
Contributions - monetary	4.1.5	4,002	6,251	8,009	9,527	9,146
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		2,761	380	380	380	380
Fair value adjustments for investment property		-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures		-	-	-	-	-
Other income	4.1.6	2,940	2,567	2,560	2,477	2,525
Total income		145,909	158,026	157,412	161,538	165,047
Expenses						
Employee costs	4.1.7	55,997	58,281	59,125	60,819	62,559
Materials and services	4.1.8	55,457	56,907	56,644	58,829	59,226
Depreciation and amortisation	4.1.9	17,970	18,262	20,292	20,486	20,636
Bad and doubtful debts		2,412	2,412	2,466	2,522	2,579
Borrowing costs		-	-	-	-	-
Other expenses	4.1.10	1,679	1,056	1,470	1,104	1,129
Total expenses		133,515	136,918	139,997	143,760	146,129
Surplus/(deficit) for the year		12,394	21,108	17,415	17,778	18,918
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		12,394	21,108	17,415	17,778	18,918

3.2 Balance Sheet for the Four Years Ending 30 June 2023

		Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
	Notes			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Assets						
Current assets						
Cash and cash equivalents		63,231	49,513	46,900	47,778	55,243
Trade and other receivables		11,995	12,507	12,760	13,103	13,319
Other financial assets		18,000	24,000	22,000	22,000	22,000
Inventories		8	8	8	8	8
Non-current assets classified as held for sale		-	-	-	-	-
Other assets		1,029	1,052	1,075	1,100	1,124
Total current assets	4.2.1	94,263	87,080	82,743	83,989	91,694
Non-current assets						
Trade and other receivables		195	214	236	259	285
Other financial assets		-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries		-	-	-	-	-
Property, infrastructure, plant & equipment		1,281,846	1,311,595	1,332,083	1,349,088	1,359,804
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
Total non-current assets	4.2.1	1,282,041	1,311,809	1,332,319	1,349,347	1,360,089
Total assets		1,376,304	1,398,889	1,415,062	1,433,336	1,451,783
Liabilities						
Current liabilities						
Trade and other payables		13,291	14,016	12,553	12,607	11,682
Trust funds and deposits		3,382	3,382	3,382	3,382	3,382
Provisions		14,238	14,928	15,133	15,543	15,964
Interest-bearing liabilities	4.2.2	-	-	-	-	-
Total current liabilities		30,911	32,326	31,068	31,532	31,028
Non-current liabilities						
Provisions		1,032	1,094	1,110	1,142	1,175
Interest-bearing liabilities	4.2.2	-	-	-	-	-
Total non-current liabilities		1,032	1,094	1,110	1,142	1,175
Total liabilities		31,943	33,420	32,178	32,674	32,203
Net assets		1,344,361	1,365,469	1,382,884	1,400,662	1,419,580
Equity						
Accumulated surplus		401,991	431,739	452,176	469,131	479,796
Reserves		942,370	933,730	930,708	931,531	939,784
Total equity		1,344,361	1,365,469	1,382,884	1,400,662	1,419,580

3.3 Statement of Changes in Equity for the Four Years Ending 30 June 2023

	Notes	Total \$'000	Accumulate d Surplus \$'000	Revaluatio n Reserve \$'000	Other Reserve s \$'000
2019 Forecast Actual					
Balance at beginning of the financial year		1,331,967	374,185	891,344	66,438
Surplus/(deficit) for the year		12,394	12,394	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(17,537)	-	17,537
Transfers from other reserves		-	32,949	-	(32,949)
Balance at end of the financial year		1,344,361	401,991	891,344	51,026
2020 Budget					
Balance at beginning of the financial year		1,344,361	401,991	891,344	51,026
Surplus/(deficit) for the year		21,108	21,108	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	(8,974)	-	8,974
Transfers from other reserves	4.3.1	-	17,613	-	(17,613)
Balance at end of the financial year	4.3.1	1,365,469	431,738	891,344	42,387
2021					
Balance at beginning of the financial year		1,365,469	431,738	891,344	42,387
Surplus/(deficit) for the year		17,415	17,415	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(8,592)	-	8,592
Transfers from other reserves		-	11,615	-	(11,615)
Balance at end of the financial year		1,382,884	452,176	891,344	39,364
2022					
Balance at beginning of the financial year		1,382,884	452,176	891,344	39,364
Surplus/(deficit) for the year		17,778	17,778	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(8,642)	-	8,642
Transfers from other reserves		-	7,820	-	(7,820)
Balance at end of the financial year		1,400,662	469,132	891,344	40,186
2023					
Balance at beginning of the financial year		1,400,662	469,132	891,344	40,186
Surplus/(deficit) for the year		18,918	18,918	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(9,053)	-	9,053
Transfers from other reserves		-	800	-	(800)
Balance at end of the financial year		1,419,580	479,797	891,344	48,439

3.4 Statement of Cash Flows for the Four Years Ending 30 June 2023

Notes	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	99,937	102,967	106,010	109,528	113,181
Statutory fees and fines	14,654	14,966	14,937	15,227	15,387
User fees	11,197	13,898	14,697	15,025	15,366
Grants - operating	7,266	8,294	8,480	8,671	8,866
Grants - capital	3,523	9,462	3,384	1,684	1,334
Contributions - monetary	4,002	6,251	8,009	9,527	9,146
Interest received	1,350	1,429	1,395	1,284	1,307
Dividends received	-	-	-	-	-
Trust funds and deposits taken	2,459	2,555	2,640	2,728	2,819
Other receipts	1,590	1,139	1,164	1,191	1,217
Net GST refund / payment	5,937	4,377	4,322	4,510	4,519
Employee costs	(55,304)	(57,530)	(58,905)	(60,376)	(62,105)
Materials and services	(63,097)	(64,781)	(64,815)	(66,888)	(67,666)
Trust funds and deposits repaid	(2,459)	(2,555)	(2,640)	(2,728)	(2,819)
Other payments	(1,679)	(1,056)	(1,470)	(1,104)	(1,129)
Net cash provided by/(used in) operating activities	29,376	39,416	37,208	38,279	39,423
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(40,828)	(47,514)	(42,201)	(37,781)	(32,338)
Proceeds from sale of property, infrastructure, plant and equipment	2,761	380	380	380	380
Payments for investments	(2,000)	(12,000)	(2,000)	(12,000)	(2,000)
Proceeds from sale of investments	2,000	6,000	4,000	12,000	2,000
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
Net cash provided by/(used in) investing activities	(38,067)	(53,134)	(39,821)	(37,401)	(31,958)
Cash flows from financing activities					
Finance costs	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-
Net cash provided by/(used in) financing activities	-	-	-	-	-
Net increase/(decrease) in cash & cash equivalents	(8,691)	(13,718)	(2,613)	878	7,465
Cash and cash equivalents at the beginning of the financial year	71,922	63,231	49,513	46,900	47,778

Notes	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Cash and cash equivalents at the end of the financial year	63,231	49,513	46,900	47,778	55,243

3.5 Statement of capital works for the four years ending 30 June 2023

Notes	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Property					
Land	2,206	2,700	4,150	5,300	500
Land improvements	-	-	-	-	-
Total land	2,206	2,700	4,150	5,300	500
Buildings	21,430	11,067	8,576	9,299	9,653
Heritage buildings	-	-	-	-	-
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
Total buildings	21,430	11,067	8,576	9,299	9,653
Total property	23,636	13,767	12,726	14,599	10,153
Plant and equipment					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	1,741	1,769	1,010	1,020	1,051
Fixtures, fittings and furniture	-	-	-	-	-
Computers and telecommunications	1,360	1,140	995	1,074	1,495
Library books	867	875	875	875	875
Total plant and equipment	3,968	3,784	2,880	2,969	3,421
Infrastructure					
Roads	11,060	13,424	11,682	10,314	9,890
Bridges	449	600	343	274	276
Footpaths and cycleways	878	3,943	3,250	2,321	1,120
Drainage	450	785	1,097	997	994
Recreational, leisure and community facilities	-	1,100	400	551	276
Waste management	373	200	200	220	235
Parks, open space and streetscapes	4,098	9,046	6,913	3,682	3,433
Aerodromes	-	-	-	-	-
Off street car parks	461	580	940	1,225	1,262
Other infrastructure	-	780	348	338	290
Total infrastructure	17,769	30,458	25,173	19,922	17,776
Total capital works expenditure	4.4 45,373	48,009	40,779	37,490	31,350
Represented by:					
New asset expenditure	24,742	25,772	19,995	16,711	10,640
Asset renewal expenditure	16,696	16,427	16,598	16,388	16,508
Asset expansion expenditure	-	560	-	-	-

	Notes	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
				2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Asset upgrade expenditure		3,935	5,250	4,186	4,391	4,202
Total capital works expenditure	4.4	45,373	48,009	40,779	37,490	31,350
Funding sources represented by:						
Grants		3,523	8,998	3,384	1,684	1,334
Contributions		215	3,200	4,000	5,450	5,000
Council cash		21,553	21,180	21,480	22,236	23,916
Borrowings		-	-	-	-	-
Asset Sales		406	300	300	300	300
Open Space reserve		2,098	4,473	2,515	5,220	-
Major Projects & Other reserve		17,578	9,858	9,100	2,600	800
Total capital works expenditure	4.4	45,373	48,009	40,779	37,490	31,350

3.6 Statement of human resources for the four years ending 30 June 2023

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Staff expenditure					
Employee costs - operating	55,997	58,281	59,125	60,819	62,559
Employee costs - capital	1,667	1,253	1,271	1,307	1,345
Total staff expenditure	57,664	59,534	60,396	62,126	63,904
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	559.1	555.4	522.62	522.62	522.62
Total staff numbers	559.1	555.4	522.62	522.62	522.62

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

Department	Budget 2019/20 \$'000	Comprises			
		Permanent Full Time \$'000	Part time \$'000	Casual \$'000	Temporary \$'000
Community Services	21,198	9,004	8,589	2,321	1,284
Corporate Services	10,902	9,371	1,363	168	-
Infrastructure Service	11,108	10,584	496	28	-
Planning Service	12,338	9,699	1,459	594	586
Total permanent staff expenditure	55,546	38,658	11,907	3,111	1,870
Other expenditure	2,735				
Capitalised labour costs	1,253				
Total expenditure	59,534				

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

Department	Budget 2019/20 \$'000	Comprises			
		Permanent Full Time \$'000	Part time \$'000	Casual \$'000	Temporary \$'000
Community Services	215.95	82.13	94.00	25.99	13.85
Corporate Services	93.25	77.00	14.56	1.69	-
Infrastructure Service	113.86	108.70	5.16	-	-
Planning Service	113.92	86.34	12.43	7.95	7.20
Total permanent staff expenditure	536.98	354.17	126.15	35.62	21.04
Other expenditure					
Capitalised labour costs	18.43				
Total staff	555.41				

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 2019/20 the FGRS cap has been set at 2.5%. 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 2.5% in line with the rate cap.

This will raise total rates and charges for 2019/20 to \$102,193,502 (inclusive of waste management charge of \$5,695,000).

4.1.1(a)

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

	2018-19 Forecast	2019/20 Budget	Change	%
	\$'000	\$'000	\$'000	
General rates*	98,346	95,679	(2,667)	-2.71%
Municipal charge*	-	820	820	
Waste management charge	-	5,695	5,695	
Sub-total	98,346	102,194	3,848	3.91%
Waste management charge - Additional Bins	995	961	(34)	-3.42%
Rates Adjustments	(179)	(40)	139	-77.65%
Council Pensioner Discount	(796)	(814)	(18)	2.26%
Transition Rates Discount	-	(571)	(571)	
Service rates and charges	-	-	-	
Special rates and charges	-	-	-	
Supplementary rates and rate adjustments	1,215	850	(365)	-30.04%
Interest on rates and charges	350	350	-	0.00%
Revenue in lieu of rates - Legal Cost Recovered	180	180	-	0.00%
Total rates and charges	100,111	103,110	2,999	3.00%

*These items are subject to the rate cap established under the FGRS.

The difference between the rate cap of 2.5% and -2.7% is due to the change in rating system from NAV to CIV and annualised impact of supplementary rates raised in 2018/19.

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	2018/19 Budget cents/\$NAV	2019/20 Budget cents/\$CIV	Change
General rate for rateable residential properties	0.05611608	0.00294654	(0.05316954)
General rate for rateable commercial properties	0.05611608	0.00353585	(0.05258023)
General rate for rateable industrial properties	0.05611608	0.00441981	(0.05169627)
General rate for rateable Vacant properties	0.05611608	0.00589308	(0.05022300)

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	2018/19 Budget \$'000	2019/20 Budget \$'000	Change	
			\$'000	%
Residential	75,877	69,478	(6,399)	-8.43%
Commercial	14,352	14,932	580	4.04%
Industrial	7,134	7,501	367	5.14%
Vacant	983	3,768	2,785	283.32%
Total amount to be raised by general rates	98,346	95,679	(2,667)	-2.71%

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	2018/19 Budget Number	2019/20 Budget Number	Change	
			Number	%
Residential	36,345	36,789	444	1.22%
Commercial	2,495	2,440	(55)	-2.20%
Industrial	1,188	1,165	(23)	-1.94%
Vacant	270	598	328	121.48%
Total number of assessments	40,298	40,992	694	1.72%

4.1.1 (e)

The basis of valuation to be used is the Capital Improved Value (CIV) in 2019/2020.
The basis of valuation used is the Net Annual Value (NAV) in 2018/2019.

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 (CIV)	2018/19 Budget \$'000	2019/20 Budget \$'000	Change	
			\$'000	%
Residential	26,936,802	23,579,406	(3,357,396)	-12.46%
Commercial	4,558,236	4,223,122	(335,114)	-7.35%
Industrial	1,714,099	1,697,178	(16,921)	-0.99%
Vacant	350,275	639,310	289,035	82.52%
Total value of land	33,559,412	30,139,016	(3,420,396)	-10.19%

Type or class of land (NAV)	2018/19 Budget \$'000	2019/20 Budget \$'000	Change	
			\$'000	%
Residential	1,352,140	1,186,118	(166,022)	-12.28%
Commercial	255,754	240,104	(15,650)	-6.12%
Industrial	127,135	128,693	1,558	1.23%
Vacant	17,514	32,194	14,680	83.82%
Total value of land	1,752,543	1,587,109	(165,434)	-9.44%

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 2018/19 Budget \$	Per Rateable Property 2019/20 Budget \$	Change	
			\$	%
Municipal	-	20.00	20.00	

4.1.1(h)

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

Type of Charge	2018/19 Budget \$	2019/20 Budget \$	Change	
			\$	%
Municipal	-	819,840	819,840	

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 2018/19 Budget \$	Per Rateable Property 2019/20 Budget \$	Change	
			\$	%
Waste Management Charge	-	170	170	

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	Per Rateable Property 2018/19 Budget \$	Per Rateable Property 2019/20 Budget \$	Change	
			\$	%
Waste Management Charge	-	5,695,000	5,695,000	
Total	-	5,695,000	5,695,000	

4.1.1 (k)

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

	2018/19 Budget \$'000	2019/20 Budget \$'000	Change	
			\$'000	%
General rates*	98,346	95,679	(2,667)	-2.71%
Municipal charge*	-	820	820	
Waste management charge	-	5,695	5,695	
Supplementary rates and rate adjustments	1,000	850	(150)	-15.00%
Total Rates and charges	99,346	103,044	3,698	3.72%

The difference between the rate cap of 2.5% and 3.72% is due to the annualised impact of supplementary rates raised in 2018/19.

4.1.1(l)

Fair Go Rates System Compliance

Maribyrnong City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2018/19 Forecast	2019/20 Budget
Total Annualised Rates & Municipal Charges	\$99,700,978	\$96,498,502
Number of rateable properties	40,992	40,992
Base Average Rate	\$2,432.21	\$2,354.08
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Capped Average Rate	\$2,440.47	\$2,493.01
Maximum General Rates and Municipal Charges Revenue	\$98,345,870	\$96,498,502
Budgeted General Rates and Municipal Charges Revenue	\$98,345,870	\$96,498,502
Budgeted Supplementary Rates	\$1,000,000	\$850,000
Budgeted Total Rates and Municipal Charges Revenue	\$99,345,870	\$97,348,502

4.1.1. (m)

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

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

- The making of supplementary valuations (2019/20: estimated \$850,000 and 2018/19: \$1000,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that ratable land becomes non-ratable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n)

Differential Rates

Rates to be levied

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

- a general rate of 0.00294654 (0.00294654 cents in the dollar of CIV) for all ratable residential properties.
- a general rate of 0.00353585 (0.00353585 cents in the dollar of CIV) for all ratable commercial properties.
- a general rate of 0.00441981 (0.00441981 cents in the dollar of CIV) for all ratable industrial properties.
- a general rate of 0.00589308 (0.00589308 cents in the dollar of CIV) for all ratable vacant properties.

For the purposes of identifying the types/classes of land applicable to each rate the properties are grouped in accordance with the Australian Valuation Property Classification Code (AVPCC) Categories, as adopted by the Valuer-General Victoria (VGV) for the 2019 Revaluation.

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

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

Residential Land

Characteristics:

Residential Land is any land;

- which is not Vacant Residential Land as described under the heading Vacant land;
- on which a building is erected and the site is approved for occupation by the issue of an occupancy certificate from Council and the site is available or used for residential purposes.
- the primary use of which is residential; or
- which is unoccupied and is zoned residential under the Maribyrnong Planning Scheme.

Objective:

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

Construction and maintenance of infrastructure assets; Development and provision of health and community services; and Provision of general support services.

Type and Class:

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

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.

Geographic Location:

Wherever located within the municipal district.

Use of Differential rate:

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Use of Land:

The use of the land within this differential rate, is any use permitted under the relevant planning scheme.

Planning Scheme Zoning

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

Impact:

The Act requires there to be a residential rate for the purposes of establishing differential rates.

Quantum:

Quantum is set as 1.0 in accordance with legislation.

Commercial Land

Characteristics:

Commercial Land is any land;

- which is not Vacant Commercial Land, as described under the heading Vacant land
- on which a building designed or adapted for occupation is erected which is used for commercial purposes,
- which is used primarily for the sale of goods or services,
- which is used primarily for other commercial purposes.

Objective:

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

Construction and maintenance of infrastructure assets; Development and provision of health and community services; and Provision of general support services.

Type and Class:

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

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.

Geographic Location:

Wherever located within the municipal district.

Use of Differential rate:

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Use of Land:

The use of the land within this differential rate, is any use permitted under the relevant planning scheme.

Planning Scheme Zoning

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

Impact:

The current rating differential is 1.2, or 20% higher than the residential land rate differential. Thus a commercial property will pay 20% more in rates than a residential land assuming both have the same valuation.

Quantum:

A 0.3 or 30% differential between commercial and Industrial property is deemed appropriate given the 'scale' of commercial activity is generally much higher than Industrial. It is recognised that these two rate groups underpin the financial and employment aspirations of Maribyrnong – if they are not strong and successful, it will be much harder for Maribyrnong to thrive.

Industrial Land

Characteristics:

Industrial Land is any land;

- which is not vacant industrial land under the heading vacant land,
- on which a building is erected or the site is adapted for occupation and is used for industrial purposes,
- located in an industrial zone or other area in the Municipality.

Objective:

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

Construction and maintenance of infrastructure assets; Development and provision of health and community services; and Provision of general support services.

Type and Class:

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

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.

Geographic Location:

Wherever located within the municipal district.

Use of Differential rate:

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Use of Land:

The use of the land within this differential rate, is any use permitted under the relevant planning scheme.

Planning Scheme Zoning

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

Impact:

This rating differential currently is 1.5, thus 50% higher than the residential land rate differential. Thus, an industrial property will pay 50% more in rates than a residential property assuming they have the same valuation.

Quantum:

A 0.3 or 30% differential between commercial and Industrial property is deemed appropriate given the 'scale' of commercial activity is generally much higher than Industrial. It is recognised that these two rate groups underpin the financial and employment aspirations of Maribyrnong – if they are not strong and successful, it will be much harder for Maribyrnong to thrive.

Vacant Land

Characteristics:

Vacant Residential Land

Vacant Residential Land is any land which is zoned residential under the Maribyrnong Planning Scheme and on which there is no dwelling or other building designed or adapted for permanent occupation.

Vacant Commercial land

Vacant Commercial land is any land on which no building is erected but which, by reason of its locality and zoning under the Maribyrnong Planning Scheme, would - if developed - be or be likely to be used primarily for Commercial Purposes.

Vacant Industrial land

Vacant Industrial land is any land on which no building is erected but which, by reason of its locality and zoning under the Maribyrnong Planning Scheme, would - if developed - be or be likely to be used primarily for industrial Purposes.

Objective:

The objective of this differential rate is to:

- promote responsible land management through appropriate maintenance and development of the land; and
- encourage prompt development of vacant residential land and attract new residents to the Maribyrnong; and
- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
 - Construction and maintenance of infrastructure assets;
 - Development and provision of health and community services; and
 - Provision of economic development and general support services.

Type and Class:

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

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.

Geographic Location:

Wherever located within the municipal district.

Use of Differential rate:

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Use of Land:

The use of the land within this differential rate, is any use permitted under the relevant planning scheme.

Planning Scheme Zoning

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

Impact:

This rating differential currently is 2.0, thus 100% higher than the residential property rate differential. Thus, a Vacant Land property will pay 100% more in rates than a residential property assuming the same valuation.

Quantum:

For people / businesses who have purchased land with the intent to develop, an increase in rate is a small factor when compared to the costs they will incur with development, and the subsequent higher rate value (not differential) which will apply post development.

4.1.2 Statutory Fees and Fines

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000 %	
Infringements and costs	9,336	9,575	239	2.56%
Court recoveries	2,434	1,825	-609	-25.02%
Magistrate Court Payments	200	200	-	0.00%
Town planning fees	1,300	1,065	-235	-18.08%
Land information certificates	85	164	79	92.94%
Permits	1,645	1,771	126	7.66%
Other statutory fees	178	224	46	25.84%
Total statutory fees and fines	15,178	14,824	-354	-2.33%

4.1.3 User Fees

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000 %	
Aged and health services	508	601	93	18.31%
Leisure centre and recreation	5,119	5,142	23	0.45%
Child care/children's programs	79	25	-54	-68.35%
Parking	1,909	4,688	2,779	145.57%
Registration and other permits	430	505	75	17.44%
Building services	536	324	-212	-39.55%
Cemetery Fees	120	160	40	0
Waste management services	79	-	-79	-100%
Other fees and charges	1,348	1,693	345	25.59%
Total user fees	10,128	13,138	3,010	29.72%

4.1.4 Grants – Operating

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

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	3,005	2,938	-67	-2%
State funded grants	7,192	14,701	7,509	104%
Other authorities funded grants	592	117	-475	-80%
Total grants received	10,789	17,756	6,967	65%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Maidstone Community Centre	5	5	-	0%
Maribyrnong Community Centre	5	5	-	0%

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Immunisation - Clinical Delivery	15	15	-	0%
Food Services	271	271	-	0%
Assistance With Care & Housing For Aged	71	71	-	0%
Aged & Diversity Management & Co-Ord	66	66	-	0%
Sen Citz Ctrs / Older Persons Activities	18	18	-	0%
Day Program	125	125	-	0%
Aged Community Transport	43	43	-	0%
HAAC Planned Activity Group	45	45	-	0%
Commonwealth Respite For Carers	105	105	-	0%
Home Care General	1,056	1,056	-	0%
Hacc Property Maintenance	81	81	-	0%
Assessment & Care Management	219	219	-	0%
HACC Respite	4	4	-	0%
Homecare - Personal Care	453	453	-	0%
Hacc Property Modification	54	54	-	0%
<i>Recurrent - State Government</i>				
VGC Victorian Grants Commission General Purpose	1,009	2,212	1,203	119%
State-funded HACC program Total	836	835	-1	0%
Environmental Health	6	6	-	0%
School Crossings	260	214	-46	-18%
Community Learning & Libraries	590	590	-	0%
Best Start Program	121	121	-	0%
Maribyrnong Supported Playgroup	110	110	-	0%
Maternal Clinical	708	683	-25	-4%
Immunisation - Clinical Delivery	55	55	-	0%
Enhanced Home Visiting Service	183	183	-	0%
Youth Services	2	-	-2	-100%
Youth Program - Freeza	24	24	-	0%
Safer Community L2P	48	48	-	0%
Sen Citz Ctrs / Older Persons Activities	3	3	-	0%
HACC Respite	101	101	-	0%
Metro Access	128	128	-	0%
Community Harmony - Brimbank Maribyrnong Interfaith Network	-	12	12	100%
Total recurrent grants	6,820	7,961	1,141	17%
<i>Non-recurrent - Commonwealth Government</i>				
State Emergency Service	16	16	-	0%
<i>Non-recurrent - State Government</i>				
City Strategy	313	200	-113	-36%
<i>Non-recurrent - Other</i>				
Community Engagement	117	117	-	0%
Total non-recurrent grants	446	333	-113	-25%
Total operating grants	7,266	8,294	1,028	14%
<i>(b) Capital Grants</i>				
<i>Recurrent - Commonwealth Government</i>				
Roads to recovery	230	286	56	24%

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Local Roads (VGC)	272	548	276	101%
<i>Recurrent - State Government</i>				
Total recurrent grants	502	834	332	66%
<i>Non-recurrent - Commonwealth Government</i>				
Other Infrastructure	123	-	-123	-100%
<i>Non-recurrent - State Government</i>				
Buildings	1,088	254	-834	-77%
Land	500	-	-500	-100%
Parks, Open space and Streetscapes	600	5,464	4,864	811%
Plant Machinery and Equipment	75	-	-75	-100%
Roads	160	2,000	1,840	1150%
Off Street Car Park	-	330	330	100%
Other Infrastructure	-	580	580	100%
<i>Non-recurrent - Others</i>				
Roads	75	-	-75	-100%
Other Infrastructure	400	-	-400	-100%
Total non-recurrent grants	3,021	8,628	5,607	186%
Total capital grants	3,523	9,462	5,939	169%
Total Grants	10,789	17,756	6,967	65%

4.1.5 Contributions

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Monetary	4,002	6,251	2,249	56.20%
Non-monetary	-	-	-	
Total contributions	4,002	6,251	2,249	56.20%

4.1.6 Other Income

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Interest	1,350	1,428	78	5.78%
Other rent	519	464	-55	-10.6%
Other	1,071	675	-396	-36.97%
Total other income	2,940	2,567	-373	-12.69%

4.1.7 Employee Costs

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Wages and salaries	49,194	51,123	1,929	3.92%
WorkCover	423	623	200	47.28%
Superannuation	4,661	4,765	104	2.23%
Fringe Benefit Tax (FBT)	293	293	-	-
Other	1,426	1,477	51	3.58%
Total employee costs	55,997	58,281	2,302	4.11%

4.1.8 Material and Services

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Waste Management	6,330	6,395	65	1.03%
Civil Works & Amenity	5,398	5,415	17	0.31%
Parking & Local Laws	3,601	3,091	-510	-14.16%
Parks and Open Space	3,733	3,145	-588	-15.75%
Information Technology Services	3,129	3,423	294	9.40%
Environmental Services	2,400	2,369	-31	-1.29%
Facility Management	1,840	1,886	46	2.50%
Asset Management	1,629	1,444	-185	-11.36%
Activation & Festivals	1,106	1,119	13	1.18%
Maribymong Aquatic Centre	829	839	10	1.21%
Risk Management	944	939	-5	-0.53%
Strategic Planning	458	1,299	841	183.62%
Revenue & Valuations	813	669	-144	-17.71%
Library Services	696	684	-12	-1.72%
Community Care	579	649	70	12.09%
Compliance Regulatory Services	491	590	99	20.16%
Media & Communications	539	558	19	3.53%
Recreation Services	516	466	-50	-9.69%
Arts & Culture	527	518	-9	-1.71%
Major Projects & Strategic Relationships	370	301	-69	-18.65%
Maternal & Child Health	368	207	-161	-43.75%
Youth Services	205	217	12	5.85%
Diversity & Inclusion	221	140	-81	-36.65%
Neighbourhood Community Centres	81	131	50	61.73%
Capital improvement program	11,616	13,203	1,587	13.66%
Others	7,038	7,210	172	2.44%
Total materials and services	55,457	56,907	1,450	2.61%

4.1.9 Depreciation and Amortisation

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Property	2,167	2,238	71	3.29%
Plant & equipment	2,509	1,834	-675	-26.91%
Infrastructure	13,294	14,190	896	6.74%
Total depreciation and amortisation	17,970	18,262	292	1.62%

4.1.10 Other Expenses

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
External Audit	60	60	-	0.00%
Other Audit Services	328	197	-131	-39.94%
Leasing Equipment	825	324	-501	-60.72%
Leasing Fleet	100	100	0	0.39%
Leasing Property	95	103	8	8.84%
Councillors Allowances	256	256	-	0.00%
Citizenship Ceremonies	16	16	-	0.00%
Total other expenses	1,679	1,056	-624	-37.10%

4.2 Balance Sheet

4.2.1 (a) Assets

Cash and cash equivalents	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Cash on hand	10	10	-	0.00%
Cash at bank	63,221	49,503	-13,718	-21.70%
Total	63,231	49,513	-13,718	-21.70%

Other financial assets	Forecast Actual 2018/18 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Term deposits - current	18,000	24,000	6,000	33.33%
Total financial assets	81,231	73,513	-7,718	-9.50%

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits	3,382	3,382	0	0.00%
Total restricted funds	3,382	3,382	0	0.00%
Total unrestricted cash and cash equivalents	59,849	46,131	-13,718	-22.92%

Intended allocations

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

Other financial assets	Forecast Actual 2018/18 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
- Cash held to fund carried forward capital works	2,844	-	(2,844)	-100.00%
- Grants received in advance	-	-	-	0.00%
- Mausoleum trust	575	575	0	0.00%
- Open space contributions	13,801	11,848	(1,953)	-14.15%
- Developer contribution plans	2,394	2,394	0	0.00%
- Long service leave liability	9,509	10,080	571	6.00%
- Annual leave liability	4,948	5,129	181	3.65%
- Gratuity liability	813	813	-	0.00%
Total funds subject to intended allocations	34,884	30,839	(4,045)	-11.59%

4.2.1 (b) Assets

Property, infrastructure, plant and equipment	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Land	721,879	724,579	2,700	0.37%
Buildings	183,890	190,484	6,594	3.59%
Plant and Equipment	18,163	20,430	2,267	12.48%
Infrastructure	357,914	376,102	18,188	5.08%
Total	1,281,846	1,311,595	29,749	2.32%

4.2.2 Liabilities

Borrowings

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

	2018/19 \$	2019/20 \$
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 2019/20	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	891,344	0	0	891,344

(b) Other reserves

Budget 2019/20	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	31,413	5,923	-9,766	27,570
Statutory	16,769	3,051	-5,003	14,817
Developer Contribution (DCP0	-	-	-	-
Carried forward grants	109	-	-109	-
Carried forward Council funds	2,735	-	-2,735	-
Total Other Reserves	51,026	8,974	-17,613	42,387

4.4. Detailed list of capital works

This section presents a listing of the capital works projects that will be undertaken for the 2019/2020 year. The capital works projects are grouped by class and include the following:

4.4.1 Summary

	FORECAST 2018/19 \$'000	ACTUAL 2019/20 \$'000	BUDGET 2019/20 \$'000	CHANGE \$'000	%
Property	23,636		13,767	-9,869	-41.75%
Plant and equipment	3,968		3,784	-184	-4.64%
Infrastructure	17,769		30,458	12,689	+71.41%
Total	45,373		48,009	2,636	5.80%

Ref	Capital Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
	Property	13,767	9,537	2,184	1,846	200	254	-	-	-	2,700	4,870	5,943
	Plant & Equipment	3,784	720	2,704	-	360	-	-	-	300	-	300	3,184
	Infrastructure	30,458	15,515	11,539	3,404	-	8,744	3,200	-	-	1,773	4,688	12,053
	Total - Capital Works And Asset Improvement 2019/20	48,009	25,772	16,427	5,250	560	8,998	3,200	-	300	4,473	9,858	21,180

4.4.2 Current Budget

New works

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP1	Property												
CAP2	Land												
CAP3	New Park Spur Line/River Embankment, Footscray F15 design and construction of river edge open space	1,500	1,500								1,500		-
CAP4	Land acquisition Footscray Gap area	1,200	1,200								1,200		-
CAP5	Total Land	2,700	2,700	-	-	-	-	-	-	-	2,700	-	-
CAP6	Buildings												
CAP7	Town Hall and Civic Spaces Renewal - Design	938			938							938	-
CAP8	Hansen Reserve Pavilion - schematic & detail design	290	290										290
CAP9	Henry Turner North Reserve Pavilion - Female Friendly Upgrade change rooms and amenities	408			408		254						154
CAP10	Henry Turner South - Pavilion detail design stage 1 construction	730	730									730	-
CAP11	Scovell Reserve Pavilion - new pavilion stage 1 construction	1,400	1,400										1,400
CAP12	Footscray Library Community and Cultural Hub (NeXT)	500	500										500
CAP13	Front of 47 Moreland Street Footscray- Bathroom Capital Works	80	80										80
CAP14	RecWest Footscray RecWest Footscray detail design	500			500								500

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP15	Maribyrnong Aquatic Centre Redevelopment Planning	100				100							100
CAP16	Indoor Stadium Strategy Planning	100				100							100
CAP17	Bluestone Church Arts Space HVAC Capital Works	103	103										103
CAP18	Pennell Reserve Pavilion - schematic & detail design	200	200										200
CAP19	Public Toilet Strategy (1 per annum)	350	350										350
CAP20	Building Renewal Program	2,066					-	-	-	-	-		2,066
CAP21	Angliss Children's Centre			270									-
CAP22	Brenbeal Children's Centre			80									-
CAP23	Cherry Crescent Kindergarten			40									-
CAP24	Clare Court Children's Service			3									-
CAP25	Kingsville Kindergarten			25									-
CAP26	Maidstone Child and Family Centre			18									-
CAP27	Maribyrnong Kindergarten			8									-
CAP28	Maribyrnong River Children's Centre			30									-
CAP29	North Maidstone Kindergarten			108									-
CAP30	Phoenix Youth Hub			78									-
CAP31	Pipemakers Park - Visitor Centre and Machine shop			15									-
CAP32	Pipemakers Park Preserving Department Building			200									-
CAP33	Drill Hall			90									-
CAP34	Yarraville Oval - Mouth Organ Club Room			15									-
CAP35	Highpoint Library (Maribyrnong Library)			110									-

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP36	Yarraville Tennis Club - Guttering and stormwater renewal			8									-
CAP37	Hamner Reserve Pavilion - ceiling replacement			15									-
CAP38	Yarraville Oval - Pavilion floor coverings			30									-
CAP39	Johnson Reserve - Pavilion ceiling tiles			10									-
CAP40	Kinder Smith Pavilion - floor coverings and grease trap			98									-
CAP41	RecWest - Footscray - electrical upgrades			20									-
CAP42	Henry Turner North Reserve - Pavilion floor coverings			50									-
CAP43	Maribyrnong Aquatic Centre (MAC) - building			200									-
CAP44	Footscray Park Bowling Club kitchen design and upgrade			100									-
CAP45	RecWest - Braybrook - building improvements			400									-
CAP46	Maribyrnong Community Centre			45									-
CAP47	DDA Access To Council Buildings	100		100			-	-	-	-	-		100
CAP48	Total Buildings	7,865	3,653	2,166	1,846	200	254	-	-	-	-	1,668	5,943
CAP49	Total - Property	10,565	6,353	2,166	1,846	200	254	-	-	-	2,700	1,668	5,943
CAP50	Plant and Equipment												
CAP51	Computers and Telecommunications												
CAP52	IT renewals	420		420			-	-	-	-	-	-	420
CAP53	PC Management/Replacement	720	360			360							720

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP54	Total - Computers and Telecommunications	1,140	360	420	-	360	-	-	-	-	-	-	1,140
CAP55	Library Books												
CAP56	Library Collections	875		875			-	-	-	-	-	-	875
CAP57	Total - Library Books	875	-	875	-	-	-	-	-	-	-	-	875
CAP58	Plant, Machinery and Equipment												
CAP59	Parking infrastructure / Sensors/other parking technology	360	360										360
CAP60	Ticket Machine Renewals	360		360									360
CAP61	Fleet Renewal Program	1,049		1,049			-	-	-	300	-	300	449
CAP62	Total - Plant, Machinery and Equipment	1,769	360	1,409	-	-	-	-	-	300	-	300	1,169
CAP63	Total - Plant and Equipment	3,784	720	2,704	-	360	-	-	-	300	-	300	3,184
CAP64	Infrastructure												
CAP65	Bridges												
CAP66	Bridge renewal program - Afton Street Bridge	600		600			-	-	-	-	-	-	600
CAP67	Total Bridges	600	-	600	-	-	-	-	-	-	-	-	600
CAP68	Drainage												
CAP69	Drainage Improvement Program	785		785			-	-	-	-	-	-	785
CAP70	Thomson Street - Seddon - Seg 01: Gamon - Greig												
CAP71	Thomson Street - Seddon - Seg 02: Greig - Dead End												
CAP72	Austin (West) Crescent - Seg 01: Roberts - Gent												
CAP73	Barbara Street - Seg 01: Evans - Dead End - Braybrook												

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP74	Bradford Court - Seg 01: Castley - Dead End												
CAP75	East Street - Athol to Dead End												
CAP76	Enderby Court - Seg 01: Beachley - Dead End												
CAP77	Harriet St - O Farrel St to end												
CAP78	Hillary Street - Scotland - Rutland - Braybrook												
CAP79	Hillary Street -South to Scotland												
CAP80	Maddock St - Ballarat Road to end												
CAP81	Market Place - Seg 01: Ballarat - Market												
CAP82	May St - Ballarat Road to end												
CAP83	Park St - Ballarat Road to end												
CAP84	Rutland Street - Hillary to Dead End												
CAP85	Winston Street - Seg 01: Churchill - Ashley												
CAP86	Yewers St - Whitehall to Moreland St												
CAP87	Clarendon Street - Maidstone - Seg 01: Ashley - Churchill												
CAP88	Dora Street - Seg 01: Cranwell - Dead End												
CAP89	Lily Street - Seddon - Seg 01: Alexander - Margaret												
CAP90	Lily Street - Seddon - Seg 02: Margaret - John												
CAP91	Loch St - Somerville Road to End												
CAP92	Shackell Street -Corrontional to Wales St												

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP93	Sydenham St - Williamstown rd to Margaret st												
CAP94	Seddon Street - Seg 01: Bayview - Hamilton												
CAP95	Total Drainage	785	-	785	-	-	-	-	-	-	-	-	785
CAP96	Footpath and Cycleways												
CAP97	Paisley Street, Footscray - Streetscape (Design and Consultation - Leeds to Albert St)	300		300									300
CAP98	Bicycle and pedestrian upgrades	1,000			1,000								1,000
CAP99	Bicycle network upgrade river trails- Medway Link - Temple to Temple Trail	600	600										600
CAP100	Footpath Renewal Program	616		616									616
CAP101	Thomson Street - Seddon - Seg 01: Gamon - Greig												
CAP102	Thomson Street - Seddon - Seg 02: Greig - Dead End												
CAP103	Austin (West) Crescent - Seg 01: Roberts - Gent												
CAP104	Barbara Street - Seg 01: Evans - Dead End - Braybrook												
CAP105	Bradford Court - Seg 01: Castley - Dead End												
CAP106	East Street - Athol to Dead End												
CAP107	Enderby Court - Seg 01: Beachley - Dead End												
CAP108	Harriet St - O Farrel St to end												
CAP109	Hillary Street - Scotland - Rutland - Braybrook												

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP110	Hillary Street -South to Scotland												
CAP111	Maddock st - Ballarat Road to end												
CAP112	Market Place - Seg 01: Ballarat - Market												
CAP113	May St - Ballarat Road to end												
CAP114	Park st - Ballarat Road to end												
CAP115	Winston Street - Seg 01: Churchill - Ashley												
CAP116	Yewers St - Whitehall to Moreland St												
CAP117	Bunbury Street - Seg 05: Moreland - Maribyrnong												
CAP118	Clarendon Street - Maidstone - Seg 01: Ashley - Churchill												
CAP119	Dora Street - Seg 01: Cranwell - Dead End												
CAP120	Lily Street - Seddon - Seg 01: Alexander - Margaret												
CAP121	Lily Street - Seddon - Seg 02: Margaret - John												
CAP122	Loch St - Somerville Road to End												
CAP123	Shackell Street -Corrontional to Wales St												
CAP124	Dyson Street - Seg 01: Roberts - Dead End												
CAP125	Seddon Street - Seg 01: Bayview - Hamilton												
CAP126	Total - Footpath and Cycleways	2,516	600	916	1,000	-	-	-	-	-	-	-	2,516
CAP127	Off street Carparks												

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP128	Carpark Improvement and Renewal Program - Chiefley Drive near playground)	250		250			-	-	-	-	-	-	250
CAP129	Safer Communities Fund - Trail Lighting	330	330				330						-
CAP130	Total - Off street Carparks	580	330	250	-	-	330	-	-	-	-	-	250
CAP131	Parks, Open Space and Streetscapes												
CAP132	Westgate Tunnel - Footscray Wharf and Promenade Project Maribyrnong River Edge - Implementation of Footscray Wharf and Prom	6,000	6,000				4,000					2,000	-
CAP133	Parks and Open Space Renewal Program	1,135					-	-	-	-	-	-	1,135
CAP134	Mclvor Reserve: Sporting Fields and Facilities Renewal (Pitch)			850									
CAP135	Hansen Reserve: replacement of 2 tennis courts			165									
CAP136	Hansen Reserve: Footscray Park Masterplan	150	150									150	-
CAP137	Angliss Reserve - Southern Fields surface upgrade	595		180	415								595
CAP138	Yarraville Tennis Club: Floodlight upgrade			120									
CAP139	Pipemakers Park, Maribyrnong - Implementation of Masterplan, Bike Skills	1,000	1,000				1,000						-
CAP140	Total - Parks, Open Space and Streetscapes	8,880	7,150	1,315	415	-	5,000	-	-	-	-	2,150	1,730

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP141	Recreational, Leisure and Community Facilities												
CAP142	Hansen Reserve masterplan implementation - Playground, Bike Skills track	1,100			1,100		180				920		-
CAP143	Total - Recreational, Leisure and Community Facilities	1,100	-	-	1,100	-	180	-	-	-	920	-	-
CAP144	Roads												
CAP145	Cowper Street Design, includes Car Park	300	300										300
CAP146	Footscray Central Activity Area - Joseph Road public Realm works	3,200	3,200					3,200	-				-
CAP147	Cowper Street construct	1,000	1,000									1,000	-
CAP148	Road Improvement Program	5,768		5,768			834	-	-	-	-	198	4,736
CAP149	Hughes Street - Braybrook Seg 01: Rochester - Turner												
CAP150	Kathleen Street Seg 01: Ormond - Duke												
CAP151	Norfolk Street - Yarraville Seg 01: Stephen - Ballarat												
CAP152	Alick Street - Seg 01: Somerville - Fredrick												
CAP153	Alma Street - Seg 02: Palmerston - Ashley - West Footscray												
CAP154	Frederick Street - Tottenham - Seg 01: Alick - Dead End												
CAP155	Shackell Street - Seg 01: Williamstown - Queensville												
CAP156	Thomson Street - Seddon - Seg 01: Gamon - Greig												

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP157	Thomson Street - Seddon - Seg 02: Greig - Dead End												
CAP158	Austin (West) Crescent - Seg 01: Roberts - Gent												
CAP159	Barbara Street - Seg 01: Evans - Dead End - Braybrook												
CAP160	Bradford Court - Seg 01: Castley - Dead End												
CAP161	East Street - Athol to Dead End												
CAP162	Enderby Court - Seg 01: Beachley - Dead End												
CAP163	Harriet St - O Farrel St to end												
CAP164	Hillary Street - Scotland - Rutland - Braybrook												
CAP165	Hillary Street -South to Scotland												
CAP166	Maddock st - Ballarat Road to end												
CAP167	Market Place - Seg 01: Ballarat - Market												
CAP168	May St - Ballarat Road to end												
CAP169	Park st - Ballarat Road to end												
CAP170	Rutland Street - Hillary to Dead End												
CAP171	Winston Street - Seg 01: Churchill - Ashley												
CAP172	Yewers St - Whitehall to Moreland St												
CAP173	Bunbury Street - Seg 05: Moreland - Maribyrnong												
CAP174	Clarendon Street - Maidstone - Seg 01: Ashley - Churchill												

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP175	Dora Street - Seg 01: Cranwell - Dead End												
CAP176	Lily Street - Seddon - Seg 01: Alexander - Margaret												
CAP177	Lily Street - Seddon - Seg 02: Margaret - John												
CAP178	Loch St - Somerville Road to End												
CAP179	Shackell Street -Corrontional to Wales St												
CAP180	Sydenham St - Williamstown rd to Margaret st												
CAP181	Gibb Street - Seg 01: Yardley - Suffolk												
CAP182	Yardley Street - Seg 02: Deakin - Richelieu												
CAP183	Chirnside Street - Seg 01: Geelong - Shackell												
CAP184	Empress Avenue - Seg 02: Chatfield - Shackell												
CAP185	The Esplanade Esplanade - Seg 01: Chicago - Barb												
CAP186	Dyson Street - Seg 01: Roberts - Dead End												
CAP187	Seddon Street - Seg 01: Bayview - Hamilton												
CAP188	Jepson Street Seg 01: Austin (West) - Charlotte												
CAP189	Clarke Street Seg 01: Barkly - Cross												
CAP190	Crothers Street Seg 01: Rutland - Hampden												

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP191	Edgewater Boulevard Seg 01: Gordon - Width												
CAP192	Edgewater Boulevard Seg 03: Width - Width												
CAP193	Kerb Improvement Program	856		856			-	-	-	-	-	-	856
CAP194	Thomson Street - Seddon - Seg 01: Gamon - Greig												
CAP195	Thomson Street - Seddon - Seg 02: Greig - Dead End												
CAP196	Austin (West) Crescent - Seg 01: Roberts - Gent												
CAP197	Barbara Street - Seg 01: Evans - Dead End - Braybrook												
CAP198	Bradford Court - Seg 01: Castley - Dead End												
CAP199	East Street - Athol to Dead End												
CAP200	Enderby Court - Seg 01: Beachley - Dead End												
CAP201	Harriet St - O Farrel St to end												
CAP202	Hillary Street - Scotland - Rutland - Braybrook												
CAP203	Hillary Street -South to Scotland												
CAP204	Maddock st - Ballarat Road to end												
CAP205	Market Place - Seg 01: Ballarat - Market												
CAP206	May St - Ballarat Road to end												
CAP207	Park st - Ballarat Road to end												
CAP208	Rutland Street - Hillary to Dead End												

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP209	Winston Street - Seg 01: Churchill - Ashley												
CAP210	Yewers St - Whitehall to Moreland St												
CAP211	Bunbury Street - Seg 05: Moreland - Maribyrnong												
CAP212	Clarendon Street - Maidstone - Seg 01: Ashley - Churchill												
CAP213	Dora Street - Seg 01: Cranwell - Dead End												
CAP214	Lily Street - Seddon - Seg 01: Alexander - Margaret												
CAP215	Lily Street - Seddon - Seg 02: Margaret - John												
CAP216	Loch St - Somerville Road to End												
CAP217	Shackell Street -Corrontional to Wales St												
CAP218	Sydenham St - Williamstown rd to Margaret st												
CAP219	Dyson Street - Seg 01: Roberts - Dead End												
CAP220	Seddon Street - Seg 01: Bayview - Hamilton												
CAP221	Major Project - Road infrastructure	2,000	2,000				2,000						-
CAP222	Total - Roads	13,124	6,500	6,624	-	-	2,834	3,200	-	-	-	1,198	5,892
CAP223	Waste Management												
CAP224	New and Replacement Waste Bins	200	75	125			-	-	-	-	-	-	200
CAP225	Total Waste	200	75	125	-	-	-	-	-	-	-	-	200
CAP226	Other Infrastructure												

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP227	Smart Cities & Suburbs Program - Connect the Community to Council Assets	700	700				400					300	-
CAP228	Footscray Centre Activity Areas WiFi extensions	80	80				-	-	-	-	-	-	80
CAP229	Total Other Infrastructure	780	780	-	-	-	400	-	-	-	-	300	80
CAP230	Total Infrastructure	28,565	15,435	10,615	2,515	-	8,744	3,200	-	-	920	3,648	12,053
CAP231	Total Capital Works and Asset Improvement 2019/20	42,914	22,508	15,485	4,361	560	8,998	3,200	-	300	3,620	5,616	21,180

4.4.3 Works Carried Forward From the 2018/2019 Year

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP232	Footpath and Cycleways												
CAP233	Footpath Improvement Program	624		624								624	
CAP234	Bicycle network upgrade - Medway Link	803			803						803		
CAP235	Total Footpath and Cycleways	1,427	-	624	803	-	-	-	-	-	803	624	-
CAP236	Buildings												
CAP237	Maribyrnong River	18		18								18	
CAP238	Henry Turner South Pavilion – Detail Design	470	470									470	
CAP239	Scovell Reserve Pavilion - Rationalisation of 3 Buildings	711	711									711	
CAP240	Upgrade church St. MCH facility	2,003	2,003									2,003	
CAP241	Total Buildings	3,202	3,184	18	-	-	-	-	-	-	-	3,202	-
CAP242	Parks, Open Space and - Streetscapes												
CAP243	Hansen Reserve Detail Design	30	30									30	
CAP244	Robert Barrett Reserve	86			86							86	
CAP245	New park - spur line/river embankment, Footscray - design and construction of river edge open space	50	50								50		

		Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$(000)	Council Cash \$(000)
CAP246	Total Parks, Open Space and Streetscapes	166	80	-	86	-	-	-	-	-	50	116	-
CAP247	Roads												
CAP248	Fontein Street - Bizana Street To Cala Street - West Footscray	300		300								300	
CAP249	Total Roads	300	-	300	-	-	-	-	-	-	-	300	-
CAP250	Total Capital Works carry forward from 2018/19	5,095	3,264	942	889	-	-	-	-	-	853	4,242	-

4.5 Improvement Works

4.5.1 Summary of Improvement Works

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
	Property	4,022	333	1,839	1,850	-	-	-	-	-	-	1,658	2,364
	Plant & Equipment	100	100	-	-	-	-	-	-	-	-	-	100
	Infrastructure	9,081	3,013	4,448	1,620	-	464	-	-	-	530	1,095	6,992
	TOTAL – Improvement Works 2019/20	13,203	3,446	6,287	3,470	-	464	-	-	-	530	2,753	9,456

4.5.2 New Improvement Works

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP251	Property												
CAP252	Land												
CAP253	Land Remediation Various Sites	500			500								500
CAP254	Land Remediation and Landscaping Quarry Park, Footscray	1,350			1,350							1,350	-
CAP255	Total Land	1,850	-	-	1,850	-	-	-	-	-	-	1,350	500
CAP256	Buildings												
CAP257	Angliss Children's Centre - new planning room	25	25										25
CAP258	Hansen Reserve – New Scoreboard	95	95										95
CAP259	Phoenix Youth Centre - dishwasher upgrade	5	5										5
CAP260	Phoenix Youth Centre Optimisation Study	60	60										60
CAP261	Maribymong River Children's Centre - new aircon in planning room;	4	4										4
CAP262	Maribymong Kindergarten - new cleaners room	10	10										10
CAP263	Building Compliance Audits	100		100			-	-	-	-	-		100
CAP264	Building Bi-lock	15		15			-	-	-	-	-		15

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP265	Buildings Anchor Points Program	150		150			-	-	-	-	-		150
CAP266	Buildings ESM	600		600									600
CAP267	MAC Plant & Equipment Renewal Program	200		200			-	-	-	-	-		200
CAP268	Building Demolitions	500		500			-	-	-	-	-		500
CAP269	Asbestos and HAZMAT Audits and Removal Works	100		100			-	-	-	-	-		100
CAP270	Total Buildings	1,864	199	1,665	-	-	-	-	-	-	-	-	1,864
CAP271	Total - Property	3,714	199	1,665	1,850	-	-	-	-	-	-	1,350	2,364
CAP272	Plant and Equipment												
CAP273	Plant, Machinery and Equipment												
CAP274	Community Facility Furniture Replacement Program	100	100										100
CAP275	Total - Plant, Machinery and Equipment	100	100	-	-	-	-	-	-	-	-	-	100
CAP276	Total - Plant and Equipment	100	100	-	-	-	-	-	-	-	-	-	100
CAP277	Infrastructure												
CAP278	Footpath and Cycleways												
CAP279	Footpaths and pram crossings	250	250										250
CAP280	Footscray Central Activity Area - Footscray Buckley Pedestrian Priority treatments	59	59										59

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP281	Footscray Central Activity Area - Footscray central Pedestrian Priority treatments	20	20										20
CAP282	Footscray Central Activity Area - Footscray station forecourt bike hub	20	20										20
CAP283	Total - Footpath and Cycleways	349	349	-	-	-	-	-	-	-	-	-	349
CAP284	Parks, Open Space and Streetscapes												
CAP285	Henry Turner South Reserve - Floodlighting - Design	30	30										30
CAP286	Gateway and Parks Signage - 3 gateway signs and 9 park signs	120	120										120
CAP287	Street Tree Planting & Urban Forest Strategies	906	906										906
CAP288	Parks and Open Space Renewal Program	3,013					-	-	-	-	-	-	3,013
CAP289	Mclvor Reserve: Footscray Hockey Centre player bench's and spectator seating			60									
	Mclvor Reserve: Footscray Hockey Centre entry and fencing renewal			90									
CAP290	Mclvor Reserve: Hanks batting cage upgrade			170									
CAP291	Hansen Reserve: replacement synthetic cricket wicket			25									
CAP292	Hansen Reserve: replacement of Walker oval fencing			60									

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP293	Angliss Reserve - park upgrade - tree planting	50	50										50
CAP294	Angliss Reserve Floodlighting - Construction	480	480				240						240
CAP295	Alex Beaton Reserve: Civil and Landscaping Structures Renewal			120									
CAP296	Ash Reserve: Playgrounds Renewal			21									
CAP297	Ash Reserve: Furniture, Monuments and Sculptures Renewal			4									
CAP298	Ash Reserve: Civil and Landscaping Structures Renewal			1									
CAP299	Basset Reserve: Civil and Landscaping Structures Renewal			200									
CAP300	Basset Reserve: Furniture, Monuments and Sculptures Renewal			1									
CAP301	Braybrook Railway Reserve: Civil and Landscaping Structures Renewal			44									
CAP302	Burton Crescent Reserve: Civil and Landscaping Structures Renewal			4									
CAP303	Burton Crescent Reserve: Furniture, Monuments and Sculptures Renewal			4									

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP304	Coronation Street Reserves: Civil and Landscaping Structures Renewal			8									
CAP305	Coronation Street Reserves: Furniture, Monuments and Sculptures Renewal			2									
CAP306	Ern Shepherd Gardens: Civil and Landscaping Structures Renewal			8									
CAP307	Ern Shepherd Gardens: Furniture, Monuments and Sculptures Renewal			3									
CAP308	Early Years Facility Playground Upgrade Program	90			90								90
CAP309	Fels Reserve: Playgrounds Renewal			115									
CAP310	Fels Reserve: Civil and Landscaping Structures Renewal			3									
CAP311	Fels Reserve: Furniture, Monuments and Sculptures Renewal			1									
CAP312	Fels Reserve: Bicycle trail lighting (Heavenly Queen, Footscray Park, Chifley Drive, Edgewater Waterfront)	200	200				100						100
CAP313	Frederick Reserve: Playgrounds Renewal			30									
CAP314	Gaudion Reserve: Playgrounds Renewal			32									

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP315	Gaudion Reserve: Civil and Landscaping Structures Renewal			6									
CAP316	Gaudion Reserve: Furniture, Monuments and Sculptures Renewal			1									
CAP317	Hanmer Reserve: Civil and Landscaping Structures Renewal			128									
CAP318	Hanmer Reserve: Furniture, Monuments and Sculptures Renewal			5									
CAP319	Harris Reserve: Civil and Landscaping Structures Renewal			99									
CAP320	Harris Reserve: Playgrounds Renewal			13									
CAP321	Harris Reserve: Furniture, Monuments and Sculptures Renewal			12									
CAP322	Harris Reserve Playground Upgrade	100			100								100
CAP323	J McDonald Reserve: Playgrounds Renewal			16									
CAP324	J McDonald Reserve: Furniture, Monuments and Sculptures Renewal			2									
CAP325	Kinder Smith Reserve: Playgrounds Renewal			10									

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP326	Kinder Smith Reserve: Furniture, Monuments and Sculptures Renewal			7									
CAP327	Kinder Smith Reserve: Civil and Landscaping Structures Renewal			1									
CAP328	Kindersmith Reserve Floodlighting - Construction	248	248				124						124
CAP329	Mappin Reserve: Playgrounds Renewal			188									
CAP330	Mappin Reserve: Civil and Landscaping Structures Renewal			60									
CAP331	Mappin Reserve: Furniture, Monuments and Sculptures Renewal			2									
CAP332	McDonald A. Reserve: Playgrounds Renewal			15									
CAP333	McDonald Reserve: Furniture, Monuments and Sculptures Renewal			7									
CAP334	McDonald Reserve: Civil and Landscaping Structures Renewal			1									
CAP335	Mcnabb Reserve: Playgrounds Renewal			12									
CAP336	Mcnabb Reserve: Civil and Landscaping Structures Renewal			6									
CAP337	Mcnabb Reserve: Furniture, Monuments and Sculptures Renewal			3									

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP338	Omar Street Drainage Reserve: Civil and Landscaping Structures Renewal			9									
CAP339	Pipemakers Park: Civil and Landscaping Structures Renewal			46									
CAP340	Pipemakers Park: Furniture, Monuments and Sculptures Renewal			23									
CAP341	Pritchard Reserve: Playgrounds Renewal			175									
CAP342	Pritchard Reserve: Civil and Landscaping Structures Renewal			1									
CAP343	R. Heatley Reserve: Playgrounds Renewal			18									
CAP344	R. Heatley Reserve: Furniture, Monuments and Sculptures Renewal			14									
CAP345	Rollingmill Green Reserve: Playgrounds Renewal			16									
CAP346	Rollingmill Green Reserve: Furniture, Monuments and Sculptures Renewal			4									
CAP347	Rupert Street Reserve: Civil and Landscaping Structures Renewal			67									
CAP348	Rupert Street Reserve: Playgrounds Renewal			10									

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP349	Rupert Street Reserve: Furniture, Monuments and Sculptures Renewal			16									
CAP350	Scovell Reserve: Civil and Landscaping Structures Renewal			183									
CAP351	Scovell Reserve: Furniture, Monuments and Sculptures Renewal			6									
CAP352	Sinking Village Reserve: Playgrounds Renewal			13									
CAP353	Sinking Village Reserve: Furniture, Monuments and Sculptures Renewal			4									
CAP354	Skinner Reserve: Civil and Landscaping Structures Renewal			233									
CAP355	Sunset Place Reserve: Civil and Landscaping Structures Renewal			19									
CAP356	Sunset Place Reserve: Playgrounds Renewal			9									
CAP357	Sunset Place Reserve: Furniture, Monuments and Sculptures Renewal			2									
CAP358	Shorten Reserve Playing Field Detailed Design & Investigations	100	100										100
CAP359	Ulmara Park: Playgrounds Renewal			133									
CAP360	Ulmara Park: Civil and Landscaping Structures Renewal			4									

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP361	Village Green: Civil and Landscaping Structures Renewal			96									
CAP362	Village Green: Playgrounds Renewal			150									
CAP363	Village Green: Furniture, Monuments and Sculptures Renewal			3									
CAP364	Civil and Landscaping Structures Renewal			31									
CAP365	G J Cruickshank Reserve: Civil and Landscaping Structures Renewal			128									
CAP366	Total - Parks, Open Space and Streetscapes	5,337	2,134	3,013	190	-	464	-	-	-	-	-	4,873
CAP367	Recreational, Leisure and Community Facilities												
CAP368	Public Art Annual Program	120	120				-	-	-	-	-	-	120
CAP369	Artwork Renewal Program	30		30			-	-	-	-	-	-	30
CAP370	Hansen Reserve masterplan implementation - Playground, Bike Skills track	530			530		-				530		-
CAP371	Public Art	60	60										60
CAP372	Total - Recreational, Leisure and Community Facilities	740	180	30	530	-	-	-	-	-	530	-	210
CAP373	Roads												
CAP374	Road safety - Implementation of 40KM Signs	200	200										200

Ref	Improvement Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP375	Minor works: signs, line marking, bike parking	100			100								100
CAP376	Local Area Traffic Management (LATM)	600			600								600
CAP377	Laneway Improvement Program - Study	300		100	200		-	-	-	-	-	-	300
CAP378	Green Streetlights - LED Program	110		110			-	-	-	-	-	-	110
CAP379	Total - Roads	1,310	200	210	900	-	-	-	-	-	-	-	1,310
CAP380	Waste Management												
CAP381	Public Place Recycling	150	150				-	-	-	-	-	-	150
CAP382	Total Waste	150	150	-	-	-	-	-	-	-	-	-	150
CAP383	Other Infrastructure												
CAP384	Environmental Monitoring System Renewal (Water and Gas)	100		100			-	-	-	-	-	-	100
CAP385	Total Other Infrastructure	100	-	100	-	-	-	-	-	-	-	-	100
CAP386	Total Infrastructure	7,986	3,013	3,353	1,620	-	464	-	-	-	530	-	6,992
CAP387	Total Capital Works and Asset Improvement 2019/20	11,800	3,312	5,018	3,470	-	464	-	-	-	530	1,350	9,456

4.5.3 Carry Forward Improvement Works From the 2018/2019 Year

		Project Cost	Asset Expenditure Types				Funding Sources						
Ref	Improvement Works Program For The Year Ending 30 June 2020	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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
CAP388	Buildings												
CAP389	Henry Turner North Reserve - electronic scoreboard	74	74									74	
CAP390	Asbestos Audits and Associated Removal Works	25		25								25	
CAP391	BLD - MAC Half Life Refit	99		99								99	
CAP392	Data Collection Building Hydraulics	50		50								50	
CAP393	Yarraville Oval - electronic scoreboard	60	60									60	
CAP395	Total Buildings	308	134	174	-	-	-	-	-	-	-	308	-
CAP396	Parks, Open Space and - Streetscapes												
CAP397	Safer Communities Fund, Maribyrnong Parks Lighting	95		95								95	
CAP398	Total Parks, Open Space and Streetscapes	95	-	95	-	-	-	-	-	-	-	95	-
CAP399	Roads												
CAP400	Hampstead Road and Crefden Street Signals Design Construction and Maintenance	1,000		1,000								1,000	
CAP401	Total Roads	1,000	-	1,000	-	-	-	-	-	-	-	1,000	-
CAP402	Total Capital Works carry forward from 2018/19	1,403	134	1,269	-	-	-	-	-	-	-	1,403	-

4.6 Summary of Capital & Improvements Works Program

	Project Cost	Asset Expenditure Types				Funding Sources						
For The Year Ending 30 June 2020	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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
Property	17,789	9,870	4,023	3,696	200	254	-	-	-	2,700	6,528	8,307
Plant & Equipment	3,884	820	2,704	-	360	-	-	-	300	-	300	3,284
Infrastructure	39,539	18,528	15,987	5,024	-	9,208	3,200	-	-	2,303	5,783	19,045
Total - Capital works and Asset Improvement 2019/20	61,212	29,218	22,714	8,720	560	9,462	3,200	-	300	5,003	12,611	30,636

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	Actual 2017/18	Forecast 2018/19	Budget 2019/20	Strategic Resource Plan Projections			Trend +/-
					2020/21	2021/22	2022/23	
<i>Operating position</i>								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	6.3%	3.9%	4.4%	4.7%	4.9%	6.0%	+
<i>Liquidity</i>								
Working Capital	Current assets / current liabilities	408.4%	304.9%	269.4%	266.3%	266.4%	295.5%	+
Unrestricted cash	Unrestricted cash / current liabilities	269.9%	176.0%	185.1%	148.5%	138.0%	143.1%	o
<i>Obligations</i>								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	o
Asset renewal	Asset renewal expenses / Asset depreciation	56.03	92.9%	90%	82%	80%	80%	+
<i>Stability</i>								
Rates concentration	Rate revenue / adjusted underlying revenue	72.2%	72.1%	72.0%	72.3%	72.6%	72.9%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.35%	0.29%	0.32%	0.32%	0.32%	0.31%	+
<i>Efficiency</i>								
Expenditure level	Total expenses/ no. of property assessments	\$3,157.97	\$3,257.32	\$3,324.64	\$3,356.00	\$3,387.82	\$3,385.32	+
Revenue level	Residential rate revenue / no. of residential property assessments	\$1,971.86	\$2,076.40	\$1,908.54	\$1,951.49	\$1,995.39	\$2,040.29	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	11.28%	11.89%	12.59%	13.91%	13.82%	13.82%	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

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.

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.

Debt compared to rates - Trend indicates that borrowings will be required to fund future city infrastructure projects.

Asset renewal - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

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

6. Summary of Financial Position

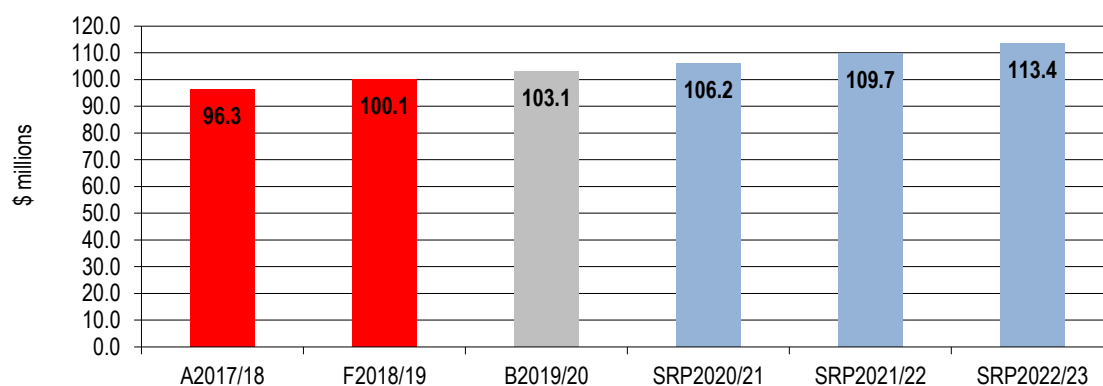
The following reports provide detailed analysis to support and explain the budget reports in the previous section.

This section includes the following analysis and information:

6.1 Summary of Financial Position

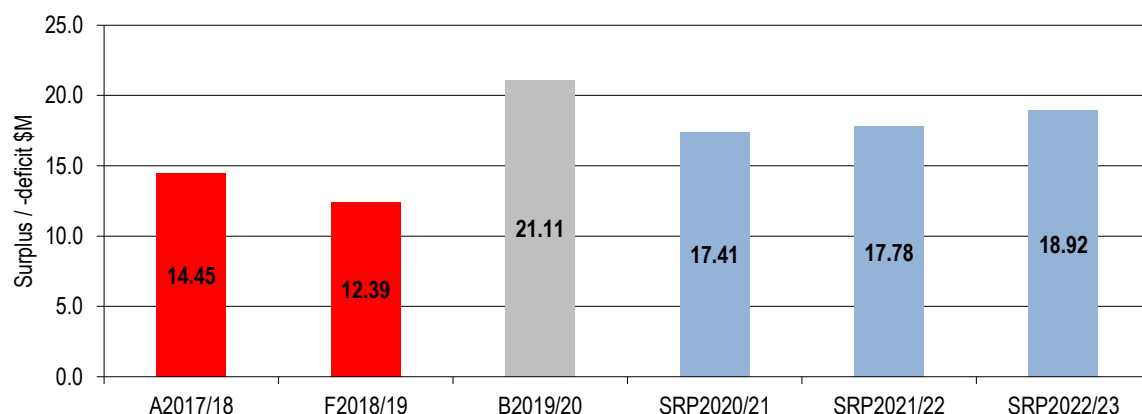
Council has prepared a Budget for the 2019/2020 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

6.1.1 Rates & Charges



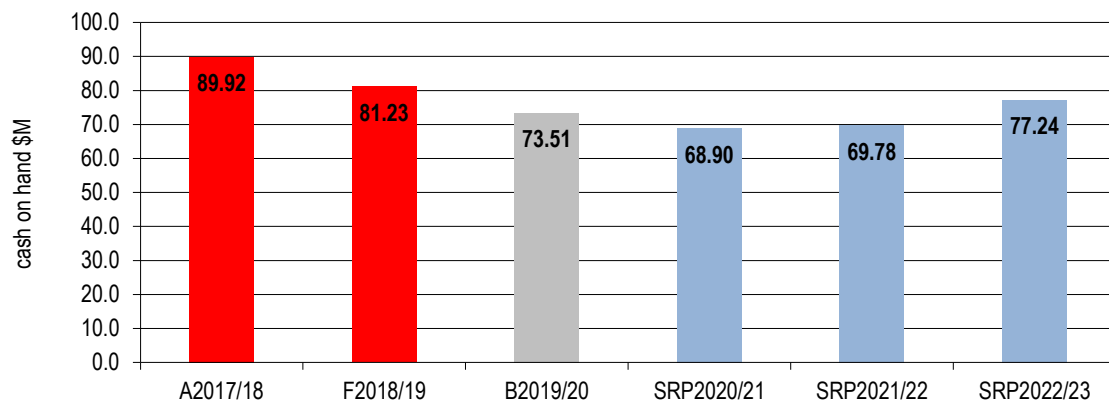
It is proposed that the average rates increase by 2.5% for the 2019/20 year, raising total rates of \$103.1 million, including \$0.85 million generated from supplementary rates. This will result in an increase in total revenue from rates and service charges of 3.0%. The difference between the rate cap of 2.5% and 3.0% is due to the annualised impact of supplementary rates raised in 2018/19. The rate increase is in line with the rate cap set by the Minister for Local Government. (The rate increase for the 2019/2020 year was 2.50%).

6.1.2 Operating Result

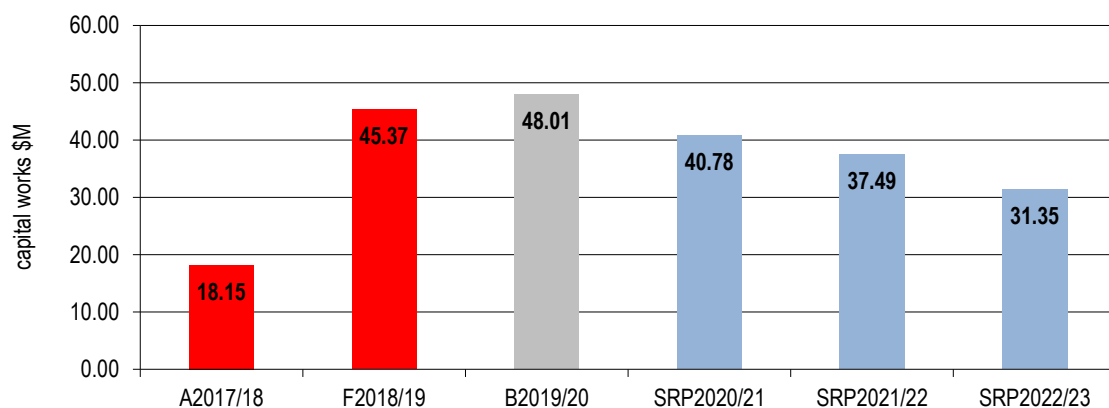


The expected operating result for the 2019/2020 year is a surplus of \$21.108 million, which is an increase of \$8.7 million over forecast of 2018/19. The improved operating result is due mainly to external funding for capital works (Grants and Contributions) which is to increase by \$8.1 million in 2019/20. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$5.3 million for 2018/19 forecast and will increase by 0.9 million for 2019/20 (refer 6.1.6).

6.1.3 Cash & Investments

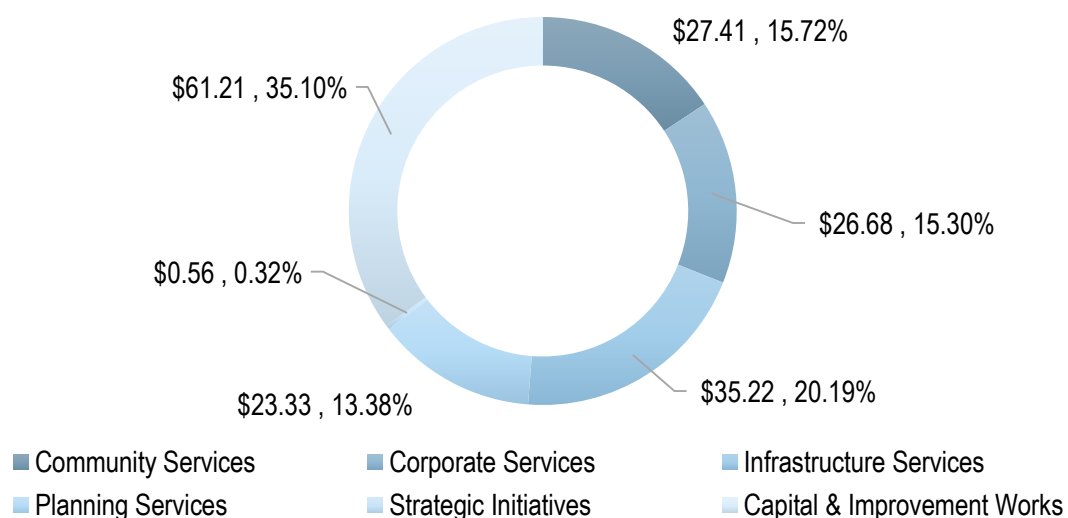


6.1.4 Capital Works



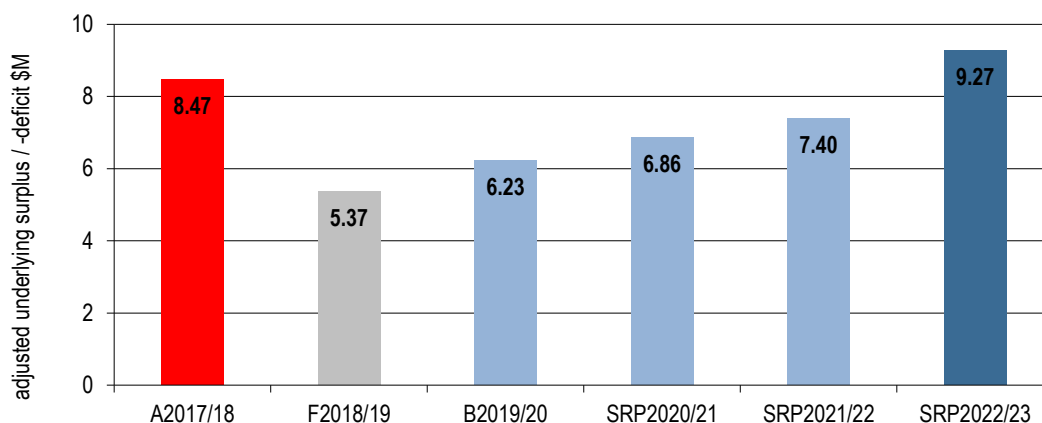
The capital works program for the 2019/2020 year is expected to be \$48.01 million. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program includes a number of major building projects. (Capital works is forecast to be \$45.37 million for the 2018/2019 year).

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 for every \$100 that Council spends.

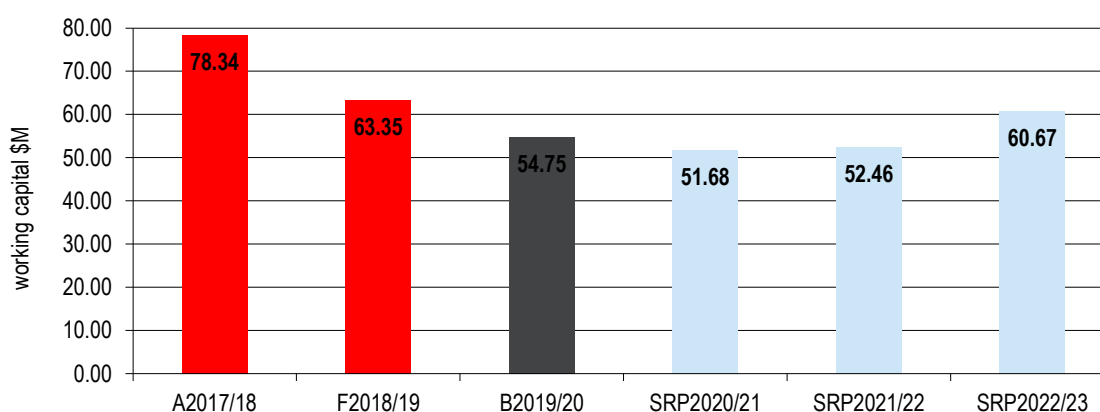
6.1.6 Financial Sustainability



The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$5.3 million for 2018/19 forecast and will increase by 0.9 million for 2019/20. A high level Strategic Resource Plan for the years 2019/2020 to 2022/2023 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.

6.1.7 Financial position

The financial position (working capital) is expected to improve although net current assets (working capital) will reduce by \$8.6 million when compare from 2018/19 forecast to 2019/20 budget. This is mainly due to the use of cash reserves to fund the capital works program.



7. Long Term Strategies and Strategic Resource Plan

This section includes the following analysis and information

- 7.1 Strategic Resource Plan
- 7.2 Rating Strategy
- 7.3 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:

- 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 2019/2020 to 2022/2023 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.

There are a number of assumptions underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the SRP. These assumptions have been derived from the following sources:

- assessment of the current financial position
- scan of the external economic environment
- forecast changes in population and demographics
- advice from officers responsible for service and capital works planning and delivery
- services and initiatives contained in plans adopted or proposed to be adopted by council.

External influences

- All groups Consumer Price Index (CPI) increases on goods and services of 1.8% from December Quarter 2017 to December Quarter 2018 (ABS release 30 January 2019). State-wide CPI is forecast to be 2.25% for the 2018/2019 year (Victorian Budget 2018/2019 Budget Snapshot).
- Public sector Wage Price Index is 2.5% December Quarter 2017 to December Quarter 2018 (ABS release 20 February 2019).
- The Victorian Government requires local government rates to be capped from 2016-17 onwards. The cap for the 2019-20 year is 2.5 percent and for the forecast period figures have been based on the 2.25%.
- 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.

The general assumptions affecting operating income and expenditure are included the following table.

	2019-2020	2020-2021	2021-2022	2022-2023
	%	%	%	%
Consumer Price Index	2.25	2.25	2.25	2.25
Rate cap	2.5	2.25	2.25	2.25
Wages growth	2.75	2.75	2.75	2.75
Grants (operating)	1.70	1.70	1.70	1.70
Statutory fees	1.00	1.00	1.00	1.00
Investment return	2.3 ~ 2.5	2.3 ~ 2.5	2.3 ~ 2.5	2.3 ~ 2.5

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 2019/2020 Budget. These matters have arisen from events occurring in the 2018/2019 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2019/2020 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

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 \$194.30.
- 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 2018/2019 to be preserved

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 2019/2020 to 2022/2023. Section 3 and Section 6 includes a more detailed analysis of the financial resources to be used over the four year period.

In addition to the financial statements (refer section3), there are two further disclosures, which are specific to the preparation of the strategic resource plan, being:

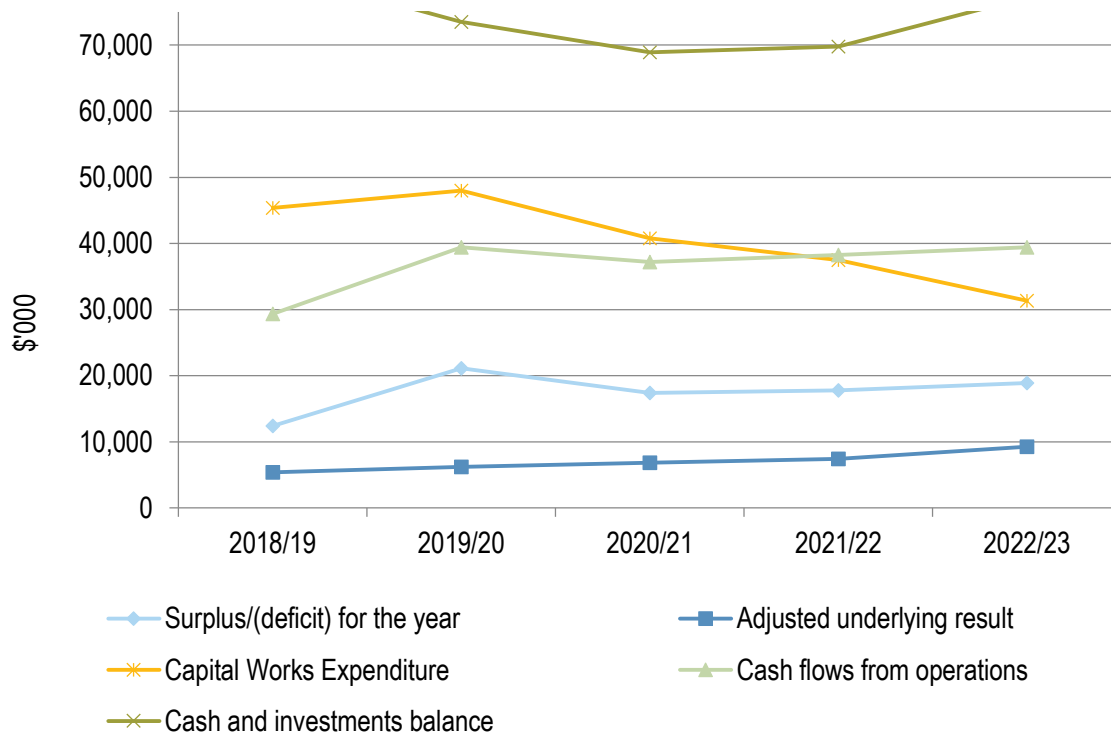
- Summary of planned capital works expenditure (refer section 7.1.1).
- Summary of planned human resource expenditure (refer section 7.1.2).

Indicator	Forecast Actual	Budget	Strategic Resource Plan Projections			Trend
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	+/-
Surplus/(deficit) for the year	12,394	21,108	17,415	17,778	18,918	+
Adjusted underlying result	5,370	6,229	6,856	7,401	9,272	+
Cash and investments balance	81,231	73,513	68,900	69,778	77,243	+
Cash flows from operations	29,376	39,416	37,208	38,279	39,423	+
Capital works expenditure	45,373	48,009	40,779	37,490	31,350	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

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 \$81.2 million to \$77.2 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 2022/2023.
- borrowing strategy – No new borrowings as further explained in the below (section 7.3).
- asset and infrastructure (section 7.3).

7.1.1 Summary of planned capital works expenditure

For the four years ended 30 June 2023

Capital Works Program For The Year Ending 30 June 2020	Project Cost	Asset Expenditure Types				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 Project & Other Reserves \$ (000)	Council Cash \$ (000)
Land	2,700	2,700	-	-	-	-	-	-	-	2,700	-	-
Buildings	11,067	6,837	2,184	1,846	200	254	-	-	-	-	4,870	5,943
Total Property	13,767	9,537	2,184	1,846	200	254	-	-	-	2,700	4,870	5,943
Plant and Equipment												
Computers and Telecommunications	1,140	360	420	-	360	-	-	-	-	-	-	1,140
Library Books	875	-	875	-	-	-	-	-	-	-	-	875
Plant, Machinery and Equipment	1,769	360	1,409	-	-	-	-	-	300	-	300	1,169
Total Plant and Equipment	3,784	720	2,704	-	360	-	-	-	300	-	300	3,184
Infrastructure												
Bridges	600	-	600	-	-	-	-	-	-	-	-	600
Drainage	785	-	785	-	-	-	-	-	-	-	-	785
Footpath and Cycleways	3,943	600	1,540	1,803	-	-	-	-	-	803	624	2,516
Off street Carparks	580	330	250	-	-	330	-	-	-	-	-	250
Parks, Open Space and Streetscapes	9,046	7,230	1,315	501	-	5,000	-	-	-	50	2,266	1,730
Recreational, Leisure and Community Facilities	1,100	-	-	1,100	-	180	-	-	-	920	-	-
Roads	13,424	6,500	6,924	-	-	2,834	3,200	-	-	-	1,498	5,892
Waste	200	75	125	-	-	-	-	-	-	-	-	200
Other Infrastructure	780	780	-	-	-	400	-	-	-	-	300	80
Total Infrastructure	30,458	15,515	11,539	3,404	-	8,744	3,200	-	-	1,773	4,688	12,053
Total Capital Works and Asset Improvement 2019/20	48,009	25,772	16,427	5,250	560	8,998	3,200	-	300	4,473	9,858	21,180

Summary of Planned Capital Works Expenditure (2020-2021)	Project Cost \$ (000)	Asset Expenditure Type				Funding Sources						
		New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Asset Sales \$ (000)	Borrowings \$ (000)	Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)
Property												
Land	4,150	1,800	-	2,350	-	100				1,800	2,250	-
Buildings	8,576	4,298	3,278	1,000							500	8,076
Total Property	12,726	6,098	3,278	3,350	-	100	-	-	-	1,800	2,750	8,076
Plant And Equipment												-
Computers And Telecommunications	995	264	525	206								995
Plant, Machinery And Equipment	1,010	150	860					300			300	410
Library Books	875		875									875
Total Plant And Equipment	2,880	414	2,260	206	-	-	-	300	-	-	300	2,280
Infrastructure												-
Roads	11,682	6,224	5,458			834	4,000				3,050	3,798
Bridges	343		343	-								343
Footpaths and cycleways	3,250	1,601	1,269	380								3,250
Drainage	1,097		1,097									1,097
Recreational, leisure and community facilities	400	400	-							20		380
Waste management	200	75	125									200
Parks, open space and streetscapes	6,913	4,933	1,980			2,450				695	3,000	768
Off street car parks	940		690	250								940
Other infrastructure	348	250	98									348
Total Infrastructure	25,173	13,483	11,060	630	-	3,284	4,000	-	-	715	6,050	11,124
Total Capital Works 2020/21	40,779	19,995	16,598	4,186	-	3,384	4,000	300	-	2,515	9,100	21,480

Summary of Planned Capital Works Expenditure (2021-2022)	Project Cost \$(000)	Asset Expenditure Type				Funding Sources						
		New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Asset Sales \$(000)	Borrowings \$(000)	Open Space Reserve \$(000)	Major Projects & Other Reserves \$(000)	Council Cash \$(000)
Property												
Land	5,300	4,800		500		100				4,800	400	-
Buildings	9,299	3,740	2,008	3,551		100					650	8,549
Total Property	14,599	8,540	2,008	4,051	-	200	-	-	-	4,800	1,050	8,549
Plant And Equipment												-
Computers And Telecommunications	1,074	260	554	260								1,074
Plant, Machinery And Equipment	1,020		1,020					300			300	420
Library Books	875		875									875
Total Plant And Equipment	2,969	260	2,449	260	-	-	-	300	-	-	300	2,369
Infrastructure												-
Roads	10,314	5,150	5,164			834	5,000				250	4,230
Bridges	274		274									274
Footpaths and cycleways	2,321	1,393	928									2,321
Drainage	997		997									997
Recreational, leisure and community facilities	551	220	331							20		531
Waste management	220	70	150									220
Parks, open space and streetscapes	3,682	968	2,634	80		650				400	1,000	1,632
Off street car parks	1,225		1,225				450					775
Other infrastructure	338	110	228									338
Total Infrastructure	19,922	7,911	11,931	80	-	1,484	5,450	-	-	420	1,250	11,318
Total Capital Works 2021/22	37,490	16,711	16,388	4,391	-	1,684	5,450	300	-	5,220	2,600	22,236

Summary of Planned Capital Works Expenditure (2022-2023)	Project Cost \$ (000)	Asset Expenditure Type				Funding Sources						
		New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Asset Sales \$ (000)	Borrowings \$ (000)	Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)
Property												
Land	500			500							500	-
Buildings	9,653	3,844	3,729	2,080		500						9,153
Total Property	10,153	3,844	3,729	2,580	-	500	-	-	-	-	500	9,153
Plant And Equipment												-
Computers And Telecommunications	1,495	460	675	360								1,495
Plant, Machinery And Equipment	1,051		1,051					300			300	451
Library Books	875		875									875
Total Plant And Equipment	3,421	460	2,601	360	-	-	-	300	-	-	300	2,821
Infrastructure												-
Roads	9,890	4,780	5,110	-		834	5,000					4,056
Bridges	276		276									276
Footpaths and cycleways	1,120	430	560	130								1,120
Drainage	994		994									994
Recreational, leisure and community facilities	276	130	146									276
Waste management	235	85	150									235
Parks, open space and streetscapes	3,433	911	1,390	1,132								3,433
Off street car parks	1,262		1,262									1,262
Other infrastructure	290		290									290
Total Infrastructure	17,776	6,336	10,178	1,262	-	834	5,000	-	-	-	-	11,942
Total Capital Works 2022/23	31,350	10,640	16,508	4,202	-	1,334	5,000	300	-	-	800	23,916

7.1.2 Summary of planned human resource expenditure.

	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Community services				
-Permanent full time	9,004	9,134	9,396	9,665
-Permanent part time	8,589	8,714	8,693	9,219
Total community services	17,593	17,848	18,089	18,884
Corporate services				
-Permanent full time	9,371	9,506	9,779	10,059
-Permanent part time	1,363	1,383	1,422	1,463
Total corporate services	10,734	10,889	11,201	11,522
Infrastructure services				
-Permanent full time	10,584	10,737	11,045	11,360
-Permanent part time	496	503	518	533
Total Infrastructure services	11,080	11,240	11,563	11,893
Planning Services				
-Permanent full time	9,699	9,840	10,122	10,411
-Permanent part time	1,459	1,480	1,523	1,566
Total Planning Services	11,158	11,320	11,645	11,977
Total casuals and other	7,716	7,828	8,321	8,283
Total staff expenditure	58,281	59,125	60,819	62,559
Capitalised labour costs	1,253	1,271	1,307	1,345
Total staff expenditure including capital	59,534	60,396	62,126	63,904

	FTE	FTE	FTE	FTE
Community services				
-Permanent full time	82.13	74.13	74.13	74.13
-Permanent part time	94.00	69.21	69.21	69.21
Total community services	176.13	143.34	143.34	143.34
Corporate services				
-Permanent full time	77.00	77.00	77.00	77.00
-Permanent part time	14.56	14.56	14.56	14.56
Total corporate services	91.56	91.56	91.56	91.56
Infrastructure services				
-Permanent full time	108.70	108.70	108.70	108.70
-Permanent part time	5.16	5.16	5.16	5.16
Total Infrastructure services	113.86	113.86	113.86	113.86
Planning Services				
-Permanent full time	86.34	86.34	86.34	86.34
-Permanent part time	12.43	12.43	12.43	12.43
Total Planning Services	98.77	98.77	98.77	98.77
Total casuals and other	56.66	56.66	56.66	56.66
Total staff numbers	536.98	504.19	504.19	504.19
Capitalised labour costs	18.43	18.43	18.43	18.43
Total staff expenditure including capital	555.41	522.62	522.62	522.62

7.2 Rating Strategy

Introduction

Objectives

Maribyrnong City Council's Rating Strategy provides strategic direction and context for Council's rates and charges over the next 4 years. Its purpose is to provide an overall framework and rationale for our revenue raising through the levy of rates and charges under the local Government Act 1989.

It sets out the system of rates and charges adopted by Council for the purposes of distributing the rates burden across the municipality on a fair and equitable basis. This Rating Strategy is for the four year period 2019-2023. The need for Council to have a rating strategy is well established in local government. A Victorian Auditor General's Report (2014) highlighted the need for Council's to *"apply a robust and strategic approach to the collection and use of revenue through rates and charges"*. The report identified the need for Councils to improve the quality of the rating strategies to *"more equitably distribute the rates burden across the municipality"*.

What is a Rating Strategy?

A Rating Strategy is the process through which Council considers how it can fairly apportion the cost of its activities and services across the wider community. The Rating Strategy aims to ensure that Council levies rates and charges that are fair and equitable and will generate the required funds to meet Council's budget requirements. The Rating Strategy focuses on the revenue side of Council's operations only. The expenditure-side is addressed in the Long-term financial strategy (LTFS), strategic resource plan and the annual budget. Preparing a Rating Strategy requires Council to balance competing principles and priorities. It needs to reflect a mixture of rates and charges that will provide the revenue needed for financial sustainability and achieving the Council's strategic objectives. The Rating Strategy is consistent with other Council strategies and key planning documents. The Rating Strategy seeks to improve the communities understanding of how Council determines its rates. Council does this by providing a detailed explanation of rating concepts and decisions in determining its rating system.

The rating system determines how Council will raise the total budgeted funds. It does not affect the **total** amount of money to be raised by Council, but rather the relative **share** of revenue contributed by each property. The Local Government Act 1989 requires that the rating system provide a "reasonable degree of stability in the level of the rates burden".

Financial Management Principles

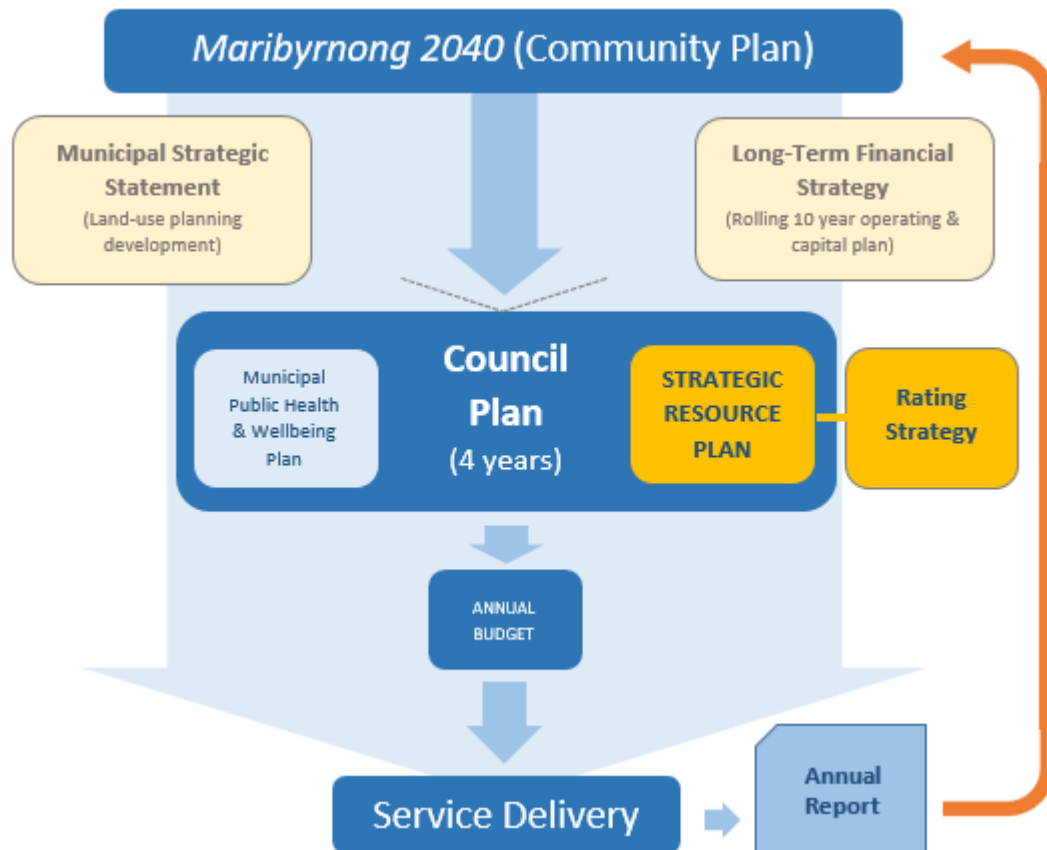
The Local Government Act prescribes the key principles of sound financial management for councils. All councils are required to implement and establish budgeting and reporting frameworks that are consistent with the following principles:

- Manage financial risks faced by Council prudently, having regard to economic circumstances.
- Pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rate burden.
- Ensure that decisions and actions have regard to financial effects on future generations.
- Ensure full, accurate and timely disclosure of financial information relating to the Council.

These broad fiscal principles are reflected in this Rating Strategy.

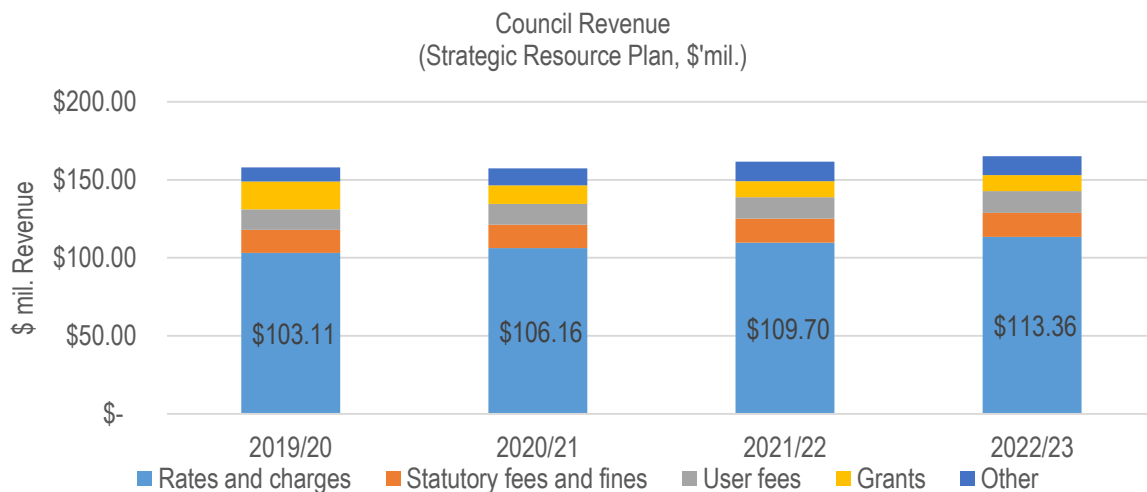
Relationship to other Plans and Processes

Council uses a number of planning processes and instruments to conduct operations. They enable us to identify and raise the necessary funds to provide services, balance competing needs and maintain the City's assets and facilities. The following illustration shows the Rating Strategy in the context of Council's other key strategic and financial planning processes and instruments:



Total Revenue

The City of Maribyrnong levies property rates under the Local Government Act 1989 with rates being the Council's main revenue source. The following chart provides a breakdown Council's key revenue sources in 2019/20 and for the following 3 years under the adopted Strategic Resource Plan.



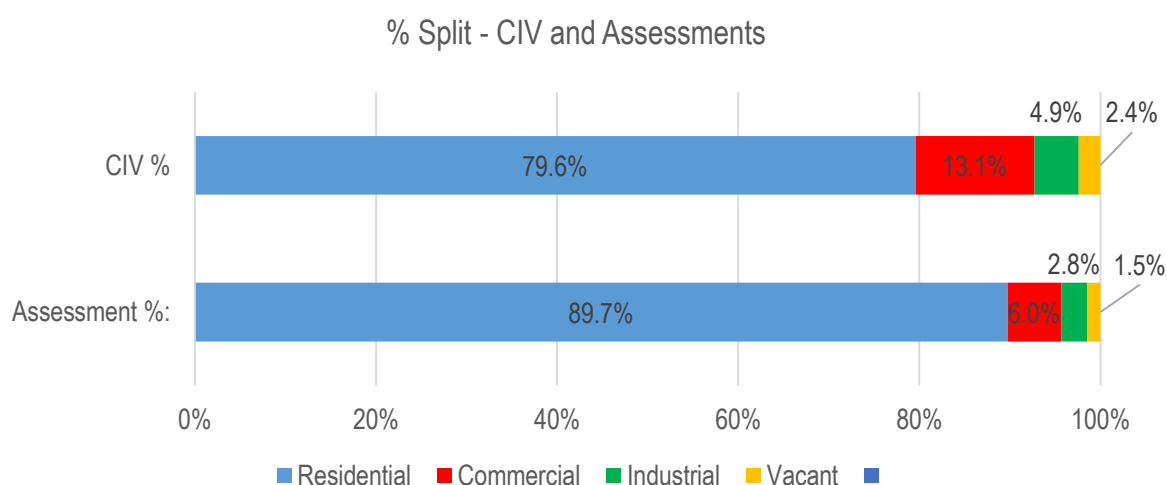
This chart shows that rates are the Council main revenue source, accounting for 65.25% (\$103.11 mil.) of total income. In the past, all (100%) of rates and charges revenue has all been raised through 'ad valorem' rates levied on Net Annual Value (i.e.; with no municipal charge or waste charges levied - universal rate in dollar).

Rateable Assessments and Valuations

The following chart shows the distribution of rate assessments (by number) in the City of Maribyrnong. 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	2018/19	2019/20	Change:	
	Budget Number	Budget Number	Number	%
Residential	36,345	36,789	444	1.22%
Commercial	2,495	2,440	(55)	-2.20%
Industrial	1,188	1,165	(23)	-1.94%
Vacant	270	598	328	121.48%
Total number of assessments	40,298	40,992	694	1.72%

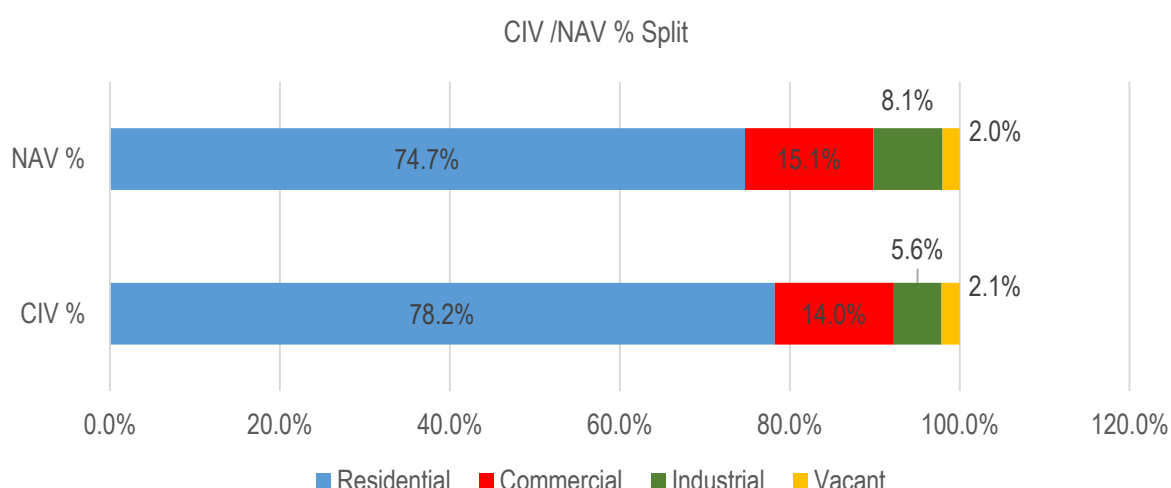
The following chart shows the % breakdown of rate assessments compared to the % breakdown by valuation (\$CIV):



This chart shows that, whilst residential assessments account for the vast majority (89.7%) of the total number of rateable assessments, they account for only 79.6% of total CIV (reflecting the lower average assessment size for residential properties).

Conversely, commercial and industrial assessments, with a combined 8.8% of rateable assessments (by number), account for a combined 18.0% of total CIV (reflecting larger average assessment size).

The following chart provides a comparison of the CIV and NAV % breakdown by property type:



This chart shows that the residential property sector represents a significantly lower % of the total valuation pool under NAV than under CIV. The implication of this is that (unless offset through the application of differentials and other measures), a change from NAV rating to CIV (if applied in isolation) would lead to a significant shift in rate burden share from the commercial/industrial sector to the residential sector.

Further, this suggests the need for Council to apply a range of rating and charge measures/mechanisms (including charges and differential rates) as a package in order to achieve a fair and equitable distribution of the rating burden.

Current Rating Structure

The current (2018/19) City of Maribymong rating structure is as follows:

- Rate in the dollar of 0.05611608 cents levied on the Net Annual Value of all ratable property.
- No Municipal Charge or waste charges.
- Rebate for pensioners (in addition to State funded pensioners rates remission scheme) of 50% of total rates and charges up to a maximum of \$189.55.
- Provisions for the deferment and/or waivers of rates and charges in specific hardship cases.

Community Engagement

Throughout 2018 and early 2019, Council undertook extensive community engagement in relation to this rating strategy development process. This was initiated after widespread concern about the Council's rating structure under NAV and its appropriateness for the City's future. A key concern expressed by residents through this engagement process was the substantial shifts in rate burden distribution that had occurred following the 2018 revaluation.

Key messages received through the engagement process were:

- Maribymong should move from the NAV system to the more widely used and accepted CIV system.
- A mix of rates and flat charges should be determined to ensure the rate burden is distributed fairly and equitably on all sectors.
- Differential rates in the dollar should be applied to ensure fairness and equity in rate burden distribution.
- Need to minimise the financial impact of rates on pensioners.
- A user-pays waste and recycling charge should be considered.
- Residents don't want to see substantial rate bill increases (brought on by revaluation shifts).
- There should be a rebate mechanism applied to 'cushion' the effects of substantial revaluation shifts causing significantly higher than average rate bill increases.

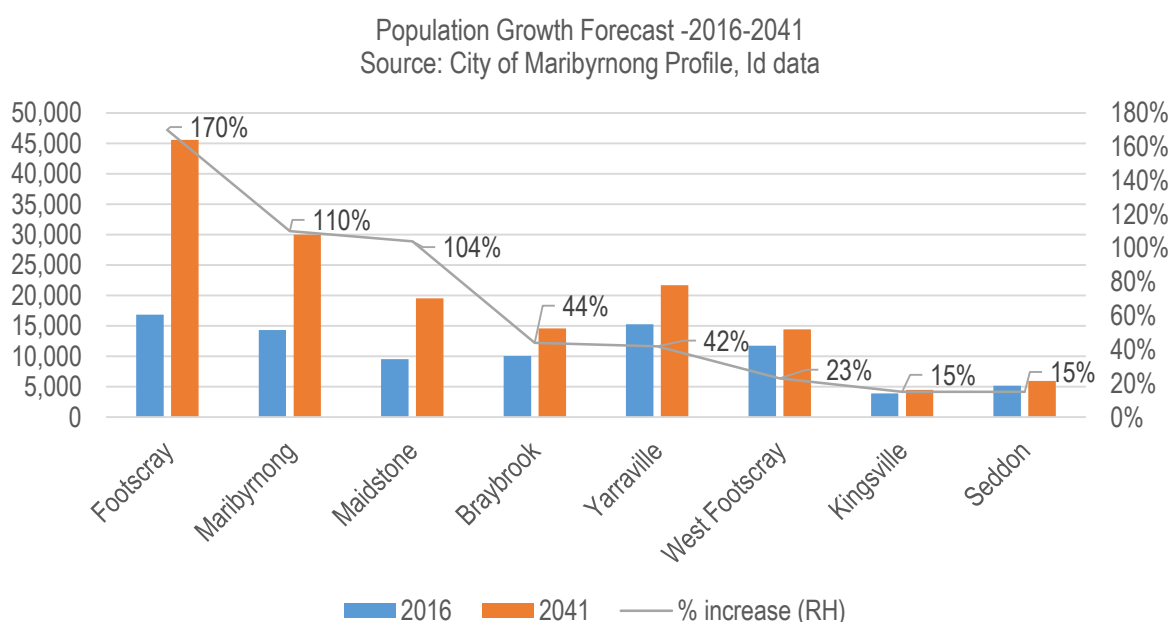
The engagement process was a key input for Council in considering and determining the key rating principles that are contained in this Rating Strategy. The goal is to achieve a fair and equitable distribution of the rate burden across all members of the community, including residents and businesses.

Demographic changes

The demographic profile of the City of Maribyrnong is changing constantly and rapidly. This section summarises the current status and the changes that are expected to occur over the next 10 years and beyond.

Future growth forecasts

The population of the City of Maribyrnong is expected to grow by about 80% to 156,000 by 2041. This is based on current growth and development trends and all known developments that are expected to occur in the City during that period. The projected growth is concentrated in Footscray which is expected to grow by about 170% by 2041 (i.e.; over 45,000 people). The geographic dispersal of the projected growth by suburb is illustrated in the chart below:



The predicted population growth will be driven by 'in-fill' development throughout the City and new residential development at the larger 'strategic development' sites.

Valuation System

Change from NAV to CIV

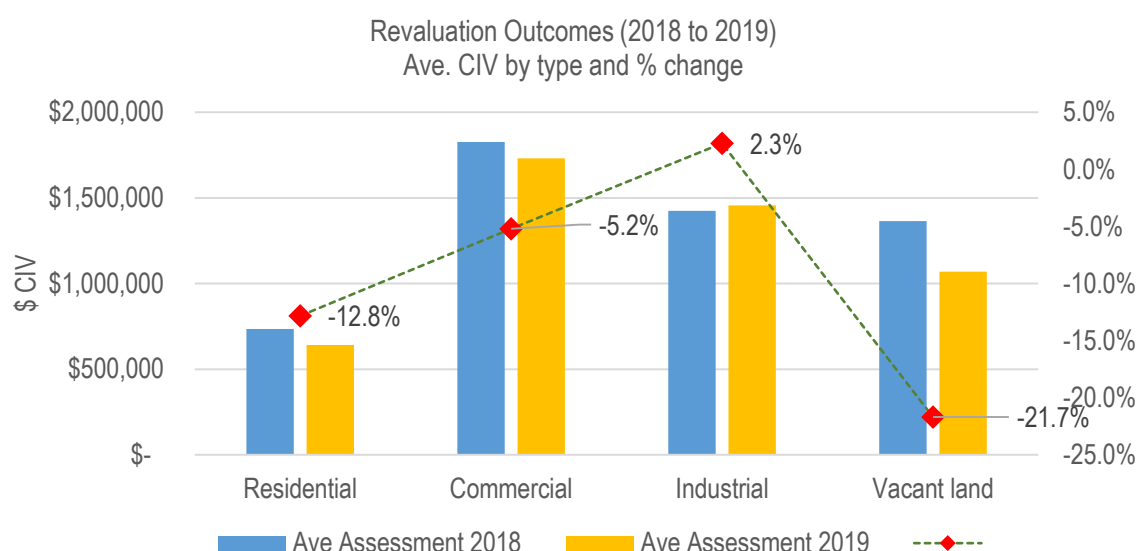
Maribyrnong City Council has in the past levied rates based on the Net Annual Value (NAV) of rateable property in the City. This has reflected the history of The City of Maribyrnong as an inner-city council with a high proportion of commercial and industrial assessments. Maribyrnong is one of six councils in Victoria that still use the NAV system (Melbourne City, Port Phillip, Yarra, Whittlesea and Glen Eira).

Under legislation currently being prepared by the State Government, it is proposed that all councils throughout Victoria be required to apply the Capital Improved Valuation (CIV) method for rating purposes.

In February 2019, Maribyrnong Council decided (in principle) to change over to the capital improved value (CIV) system of rating from 2019/20 onwards. This decision was confirmed in April 2019. This proposition was then explored further during early 2019 as part of the community engagement process. Based on this, this Rating Strategy embodies a change from the NAV system to CIV rating from 1 July 2019.

2019 Revaluation Outcomes

The chart below shows the impact of the most recent property revaluation in the City of Maribyrnong (returned in 2019). It shows the change in average CIV per assessment (by type) and the % change from 2018 to 2019.



This shows that the industrial sector is the only property type to have increased in value over the previous 12 month period (2.3% increase). The average residential assessment has decreased in value by 12.8%, with the average commercial assessment decreasing by 5.2%. Vacant land (across all types) decreased by 21.7%.

Supplementary Valuations

Whilst the Council budget and the Rating Strategy is based a 'snapshot' of the City rate base at the present point in time, Council is continually adding new rate assessments throughout the rating year. New property developments, including subdivisions, strata (unit) developments, consolidations, as well as property improvements and renovations to existing properties, lead to supplementary valuations.

The long-term average of supplementary valuations is that these add approximately 1.0% to 1.5% to Council's valuation base (CIV) each year. This is included in Council's Long-term financial strategy. In 2019/20, in the current property market climate, supplementary valuations are assumed to be approximately 0.85%.

'Fair Go Rates System' (Rate Cap)

Planning for future rate increases has therefore been an important component of the Strategic Resource Planning and the Rating Strategy process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2019/20 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges. The FGRS is overseen by the Essential Services Commission. The current LTFS applies the following assumed rate cap/rate increase assumptions:

SRP = Strategic Resource Plan:	SRP1	SRP2	SRP3	SRP4
Year	2019/20	2020/21	2021/22	2022/23
Assumed Rate Increase	2.5%	2.25%	2.25%	2.25%

Revenue Raising Principles

In considering what rating tools and mechanisms are appropriate and equitable, Council must deal with all facets of the rating structure. This includes the valuation, budgetary requirements, differential rating and broad taxation principles. It must also consider rebates and concessions, as well as how to deal with situations of genuine hardship. With the goal of balancing service levels to meet the needs and expectations of the community, it must adopt a rating and charge system that will adequately resource its operations.

‘Public Goods’ and the ‘Benefit’ Principle:

A key determinant for Council to consider in a broader revenue policy sense is whether a service or activity should be funded from rates or through user charges (or through a combination of both). In determining if services should be funded by specific user charges or through rates, Council considers whether services are either entirely or partially ‘public goods’. ‘Public goods’ are those services that provide a broad benefit to the community rather than a particular benefit to specific, identifiable individuals or groups. In the case of ‘public goods’, it is often difficult or impractical to exclude non-payers from the flow of benefits or to attribute costs to that user group.

Where possible, Council sets user charges based on the cost of provision of those services where there is clearly a direct line of benefit to users (i.e.; waste collection service). At the same time small scale services or those where it would be difficult to reliably attribute costs or collect fees are funded through rates.

Stability and Fiscal Responsibility:

Council ensures that the rating strategy is consistent with the principles of sound financial management. It also needs to be fiscally responsible and sustainable in the context of the adopted Long-term financial strategy.

The Local Government Act (1989) requires that Council “...pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden”.

In this regard, it is Council’s goal to minimise the impact of variations and fluctuations in the property market on the relative share of rates and charges paid by different ratepayer groups/sectors.

Balancing of Needs/Affordability:

A key goal in the rating strategy (together the Council’s budgeting process) is balancing the competing community demands and needs of keeping rate increases as low as practicable (and within the State-wide rate cap). Rate setting and budgeting needs to be done whilst ensuring that the current and future needs of the community are adequately accounted for in terms of services, facilities and infrastructure.

Equity Principle:

This is a broad principle that applies to all public sector taxation. It includes so-called ‘horizontal’ and ‘vertical’ equity. Horizontal equity means that those in the same position (e.g. with the same property value) should be treated the same. Vertical equity in respect to property taxation means that higher property values should incur higher levels of tax.

Efficiency Principle:

This principle means that, in a technical sense, the rating system applied should not unduly interfere with the efficient operation of the economy. For Local Government, rates should be consistent with the policy objectives of Council.

Simplicity:

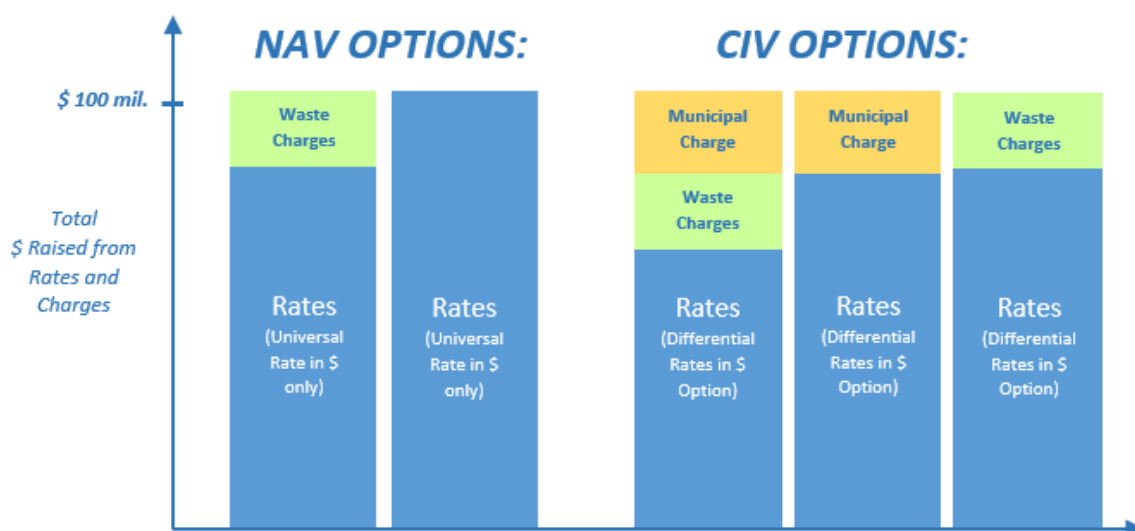
The simplicity principle refers to both administrative ease (and therefore lower administrative cost) and to the ability of ratepayers to understand how the rating system works. This second aspect aims to make the rating system transparent and capable of being questioned and challenged by ratepayers.

Capacity to Pay:

Council also takes into account the impacts on different ratepayers and service user groups and their capacity to pay. The rating strategy is based on Council's view of the most equitable, fair and fiscally responsible mix of rates and charges for the City of Maribyrnong in the future under CIV rating.

Rates and Charges 'Mix' Options

By changing to CIV rating, this makes more rates and charges options available to Council to achieve a fair and equitable distribution of the rating burden on the community. These are shown below:



The 'mix' of rates and charges is applied by Council can only be applied to raise the same budgeted total amount of rates and charges according to the adopted Council budget. Each of the rates and charges options that are available to Council under CIV rating is addressed below:

Municipal Charge

Under the Local Government Act 1989, Councils that use the CIV system of rating also have the option of applying a flat annual municipal charge. A Municipal Charge is not permitted where NAV rating is applied. The purpose of a municipal charge as part of an overall rate mix is to provide a base revenue pool to cover part of Council's base administrative and governance cost structure. It does not fluctuate with and is independent of market-driven property valuations.

As a flat charge (applies equally to all assessments across the valuation spectrum), a Municipal Charge will impact on lower value assessments (i.e.; which are mostly residential) proportionately more than on higher value assessments (which are mostly commercial and industrial).

Under the Local Government Act 1989, a municipal charge may be levied on all rateable assessments, including residential, commercial and industrial. The maximum amount of revenue that may be raised from a municipal charge is 20% of total rates and charges levied.

In Maribyrnong's case, that equates to approximately \$20.0 mil.

Waste Charge

Under the Local Government Act 1989, Councils are able to levy a waste charge to recoup the costs of providing the weekly waste and recycling collection and disposal services. A waste charge is allowed to be used under either the NAV or the CIV system but has not been applied in the City of Maribyrnong in the past.

Key features of a waste charge are:

- Waste charges are a compulsory (non-optional) fee-for-service charge levied only on those receiving the service. These are mostly (but not all) the residential assessments.
- Waste charges can be set as either a single, cross-the-board charge levied on all service recipients or at variable levels reflecting different service levels (i.e.; different charges for landfill and recycling and different charges for different bin sizes etc.).
- The total amount raised from waste charges cannot exceed the total expenses incurred by Council in delivering the relevant services. In the City of Maribynong's case, the total expense currently is approximately \$5.7 mil.

A key advantage of a waste charge (or waste charges) is that it reflects the user-pays philosophy. A waste charge creates a direct and transparent link between the cost to Council of providing the service and the amount charged to users. Further, it creates the opportunity to introduce variable waste charges. The use of variable waste charges (i.e.; for different service types and levels etc.) creates the capacity for Council to use the pricing structure for waste services to pursue policy and behavioural change objectives. However, being a flat charge (like the municipal charge), waste charges tend to have a higher proportional impact on lower value assessments.

Differential rates

Under the Local Government Act 1989, where a Council applies the CIV rating system, it may choose to levy differential rates in the \$ on different property classes (residential, commercial, industrial, vacant land). In considering the differential rates options, Council must have regard to an overall rating strategy as well as the overriding principles of fairness and equity (and other general taxation principles) in distributing the costs of its services to the wider community. The application of these principles needs to occur in a holistic, overall way, with no single principle operating in isolation or taking precedence over another. In some cases, the individual/narrow application of a certain taxation principle can contradict the application of another principle.

Adopted Rating Structure

Rates and charges (2019/20)

Under the budget, the total rates and charges levied in 2019/20 is proposed to be \$102,193,502 (inclusive of waste management charge of \$5,695,000). The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2018-19 Forecast Actual	2019/20 Budget	Change	%
	\$'000	\$'000	\$'000	
General rates*	98,346	95,679	(2,667)	-2.71% **
Municipal charge*	-	820	820	
Waste management charge	-	5,695	5,695	
Sub-total	98,346	102,194	3,848	3.91%
Waste management charge - Additional Bins	995	961	(34)	-3.42%
Rate Adjustments	(179)	(40)	139	-77.65%
Council Pensioner Discount	(796)	(814)	(18)	2.26%
Transition Rates Discount		(571)	(571)	
Service rates and charges	-	-	-	
Special rates and charges	-	-	-	
Supplementary rates and rate adjustments	1,215	850	(365)	-30.04%
Interest on rates and charges	350	350	-	0.00%
Revenue in lieu of rates - Legal Cost Recovered	180	180	-	0.00%
Total rates and charges	100,111	103,110	2,999	3.00% ***

*These items are subject to the rate cap established under the FGRS.

**The difference between the rate cap of 2.5% and -2.71% (above) is due to the change in rating system from NAV to CIV and the annualised impact of supplementary rates raised in 2018/19.

*** Includes FGRS + forecast impact of supplementary valuations.

Council has adopted the following rating structure for the 2019/20 financial year.

Revenue Component:	Residential:	Commercial:	Industrial:	Vacant Land:
Municipal Charge	\$20	\$20	\$20	\$20
Waste Charge	\$170*	\$170*	\$170*	
Rates (levied on CIV) **:	100%	120%	150%	200%^
* Properties not receiving a waste service exempted				
** Percentage of residential as base rate				

Municipal Charge:

The Municipal Charge is well below the maximum that may be levied by Council (20% of total rates and charges). This charge will raise \$819,840 in revenue in 2019-2020. The charge applies to all rateable property classes.

Waste Charge:

Council will levy a single waste charge of \$170 on residential properties that receive waste and recycling collection services. The charge will raise a total of \$5.695 million in revenue. The total cost of waste and recycling services is estimated to be approximately \$5.9 million in 2019/20.

This is a user pays fee-for-service where there is a clearly identifiable group within the community who benefit from the service. The waste charge will be applied to most residential assessments as a compulsory (non-optional) annual charge. There are approximately 3,500 existing residential assessments that have separate private (non-Council) waste collection and disposal arrangements in place. These assessments will be exempted from the waste charge.

Differential Rates:

The rates in the dollar to be levied as general rates under section 158 of the Local Government Act for each type or class of land (compared with the previous financial year) are as follows:

Type or class of land:	2018/19 Budget cents/\$NAV	2019/20 Budget cents/\$CIV
General rate for rateable residential properties	0.05611608	0.00294654
General rate for rateable commercial properties	0.05611608	0.00353585
General rate for rateable industrial properties	0.05611608	0.00441981
General rate for rateable Vacant properties	0.05611608	0.00589308

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 is as follows:

Type or class of land	2018/19 Budget	2019/20 Budget	Change	
	\$'000	\$'000	\$'000	%
Residential	75,877	69,478	(6,399)	-8.43%
Commercial	14,352	14,932	580	4.04%
Industrial	7,134	7,501	367	5.14%
Vacant	983	3,768	2,785	283.32%
Total amount to be raised by general rates	98,346	95,679	(2,667)	-2.71%

The estimated total amount to be raised by all rates and charges compared with the previous financial year is shown in the table below.

	2018/19 Budget	2019/20 Budget	Change	
	\$'000	\$'000	\$'000	%
General rates*	98,346	95,679	(2,667)	-2.71%
Municipal charge*	-	820	820	
Waste management charge	-	5,695	5,695	
Supplementary rates and rate adjustments	1,000	850	(150)	-15.00%
Total Rates and charges	99,346	103,044	3,698	3.72%

The differential rates to be levied by Council are defined based on what Council has determined to be a fair and equitable distribution of the total rate burden on the community. This takes account of both the direct and indirect benefits received by each ratepayer group, as well as the need to achieve a reasonable relativity between the percentage shares of Council's total cost burden that is borne by each ratepayer group.

In determining the flow direct and indirect benefits from its services and activities, in the case of commercial and industrial ratepayers, Council recognises that a key outcome for commercial and industrial ratepayers is the creation of a stable and cohesive community environment that is suitable for and conducive to the conduct of viable business operations. This includes the vibrancy of the community and commercial sectors as well as factors such as roads and transport infrastructure. It is recognised by Council that a successful and cohesive community environment and business environment are closely interrelated. Council also recognises that, in some cases with certain property uses, there is also a flow of disbenefits from certain business activities whereby these activities negatively impact on the residential amenity of the City of Maribyrnong (i.e.; traffic, noise etc.). Equally, the critical importance of local employment creation for the benefit of residents by the commercial/industrial sector is recognised and valued by Council in applying the overall 'fairness and equity' equation.

The adopted differential rates and the classes of property to which they apply are set out in section 4.1.1(n).

Rebates

Council has adopted the following rate rebates for the 2019/20 financial year.

State funded Pensioners rates remissions scheme - this is a rebate of 50% of rates and charges up to a maximum of \$229.40 per assessment.

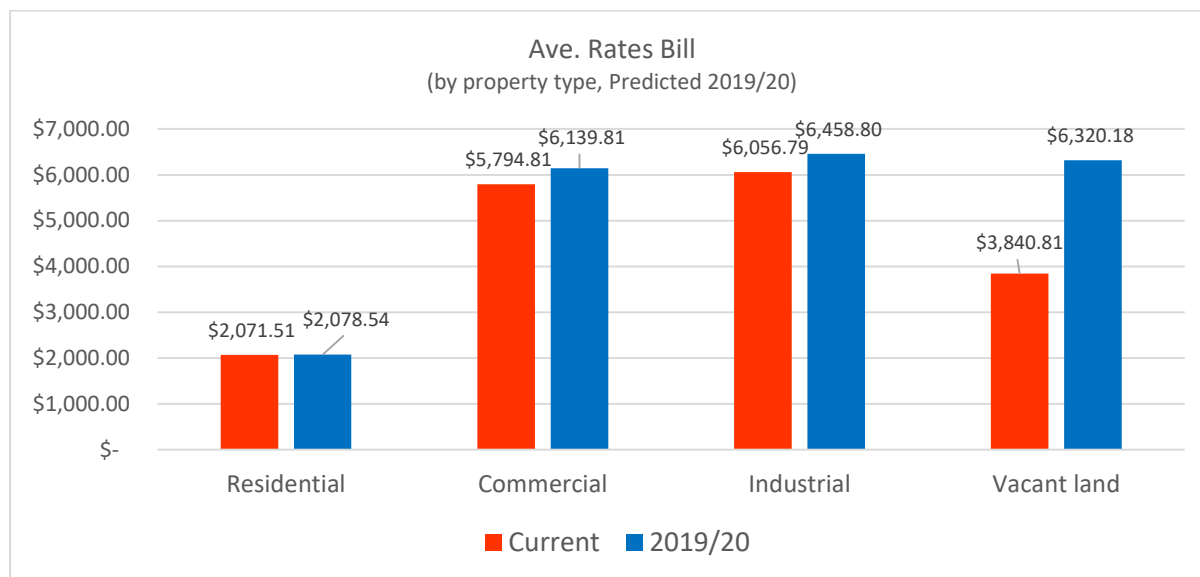
- Maribyrnong City-funded pensioner rates rebate scheme – This is an additional rebate payable to pensioners of 50% of rates and charges up to a maximum of \$194.30 (plus \$50 for the fire services levy).

- NAV to CIV Transition Cap – This is a temporary/transitional rates/charges rebate scheme to offset the impacts to residents of the change from NAV to CIV rating. This rebate is payable to residential ratepayers only of 100% of rate bill increases that are in excess of 30% over the prior year's rate bill (including rates and charges, excluding the fire services levy and net of other rebates/offsets).

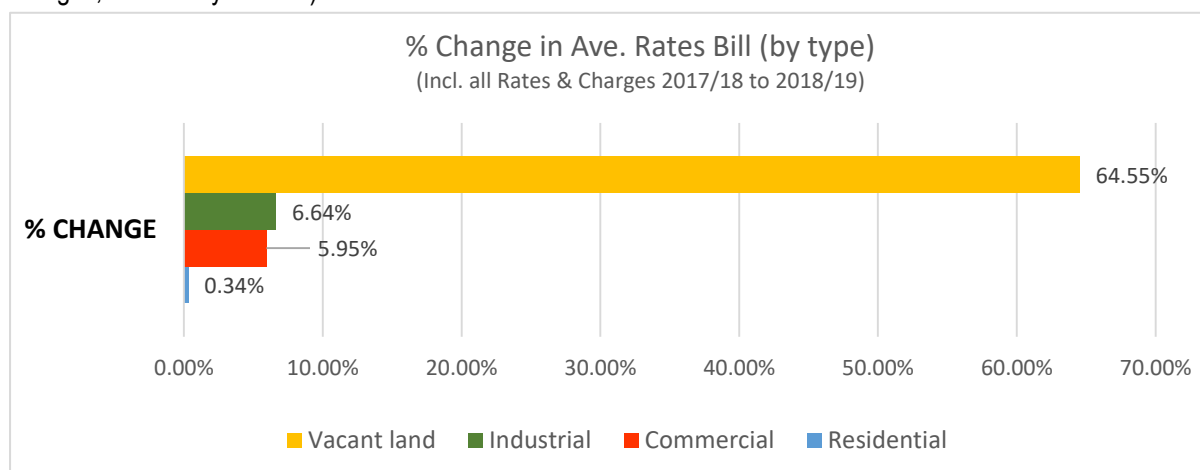
Financial Impact

Average Rates bill (by type)

The following chart shows the average rates bill by assessment type under this rating strategy for 2019/20 (including all rates and flat charges, before any rebates):



The following chart shows the % change in average rates bill by assessment type (including all rates and flat charges, before any rebates):



The above graphs show that, under the adopted rating strategy, the average residential rates and charges bill would increase, on average, by 0.34% in 2019/20. As the total rates and charges 'pool' is budgeted to increase by 2.5%, this represents a decrease in real/proportional terms. The average rates and charges for commercial and industrial ratepayers will increase by 5.95% and 6.64% in 2019/20. Rates and charges for vacant land will increase significantly by 64.55%.

Geographic Dispersal of Impacts

The following table shows the predicted % change to the average rates bill (by assessment type and by locality/suburb) for 2019/20 (including all rates and flat charges, before rebates):

Rate Impacts by Location (2019/20)		Assessment No:	2019/20 % Rates movement Including Municipal and Waste Management Charge
1. Braybrook	RESIDENTIAL	3,468	3.43%
	COMMERCIAL	190	-21.03%
	INDUSTRIAL	207	8.25%
	VACANT	103	26.17%
2. Footscray	RES	7,915	3.64%
	COMMERCIAL	987	-4.16%
	INDUSTRIAL	196	15.49%
	VACANT	110	77.60%
3. Kingsville	RES	1,788	-3.80%
	COMMERCIAL	48	3.81%
	INDUSTRIAL	8	44.08%
	VACANT	6	43.25%
4. Maidstone	RES	3,831	0.98%
	COMMERCIAL	95	-11.72%
	INDUSTRIAL	86	5.75%
	VACANT	84	73.40%
5. Maribyrnong	RES	5,627	-2.60%
	COMMERCIAL	609	18.11%
	INDUSTRIAL	51	58.48%
	VACANT	99	56.24%
6. Seddon	RES	2,386	-2.51%
	COMMERCIAL	106	10.55%
	INDUSTRIAL	8	59.89%
	VACANT	27	67.17%
7. Tottenham	COMMERCIAL	7	-23.14%
	INDUSTRIAL	190	-10.80%
	VACANT	22	72.44%
8. West Footscray	RES	5,125	2.87%
	COMMERCIAL	133	-3.98%
	INDUSTRIAL	176	-1.15%
	VACANT	57	79.17%
9. Yarraville	RES	6,649	-1.05%
	COMMERCIAL	265	-0.68%
	INDUSTRIAL	243	11.88%
	VACANT	90	70.87%
10. ALL AREAS	RES	36,789	0.34%
	COMMERCIAL	2,440	5.95%
	INDUSTRIAL	1,165	6.64%
	VACANT	598	64.55%

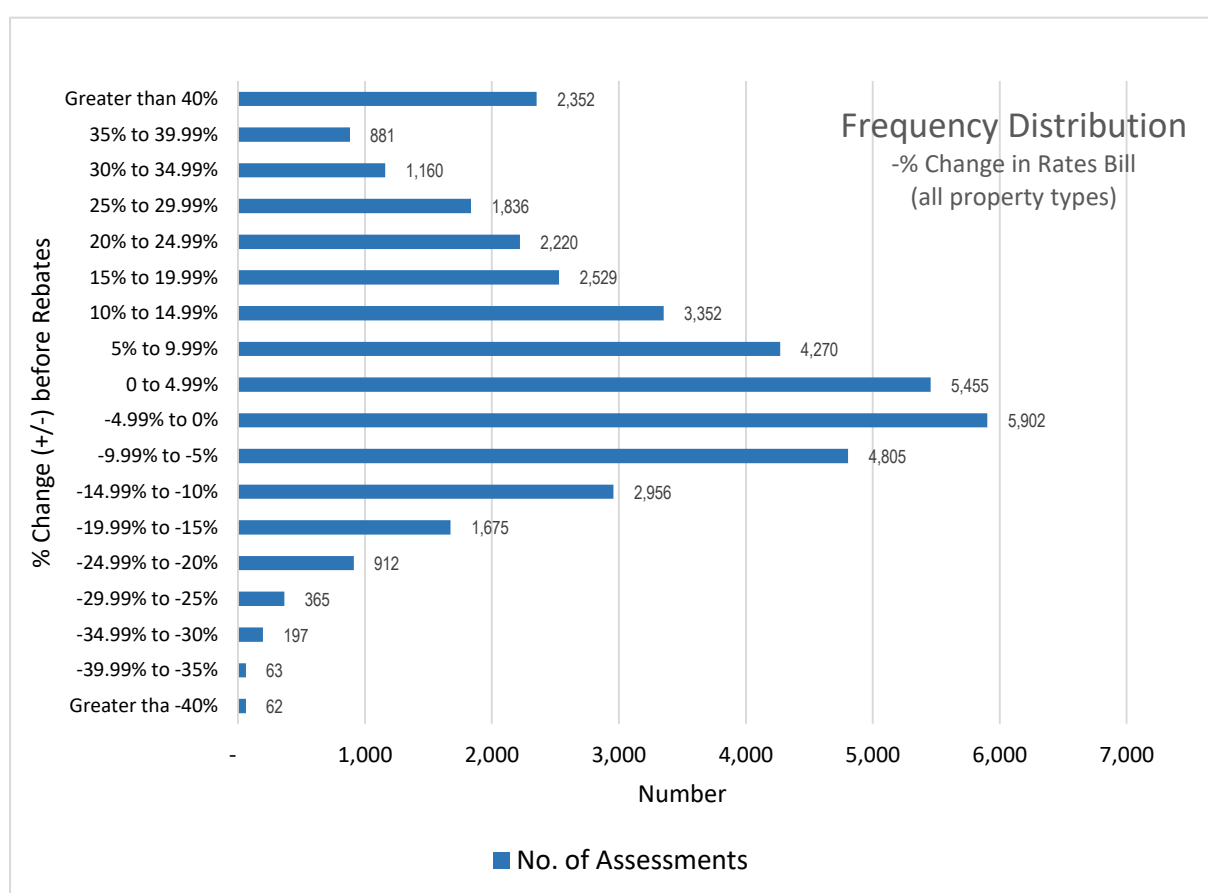
The above table show that the predicted average rate bill movements, as they apply across the whole City of Maribyrnong, are not evenly dispersed when analysed suburb by suburb. (Red shaded cells in the table indicate predicted rate bill increases and figures shaded green indicate rate bill decreases less than rate cap of 2.5%). This shows that there is likely to be significant geographic variability in average rate bill impacts across the City, mostly affecting some commercial and industrial assessments.

The impacts on residential rate assessments are reasonably consistent across all locations. They vary from a 2.57% average rate bill decrease in Maribyrnong to a 4.83% average increase in Footscray.

For the commercial and industrial sectors, the movements range from an average rate bill decrease of 19.06% (Tottenham commercial) to an average rate increase of 62.59% (Maribyrnong industrial). This variability generally represents the new differential rates in the dollar that have been applied combined with the non-linear relationship between NAV and CIV as it applies in different localities. (It is noted that small observation numbers in some of the above property categories may mean 'outliers' have a disproportionate impact on category averages).

Frequency Distribution – % Rate Bill Movements

The chart below shows the frequency distribution of percentage changes in the total rates bill (including charges) for all assessment types from 2018/19 to 2019/20 (before rebates).



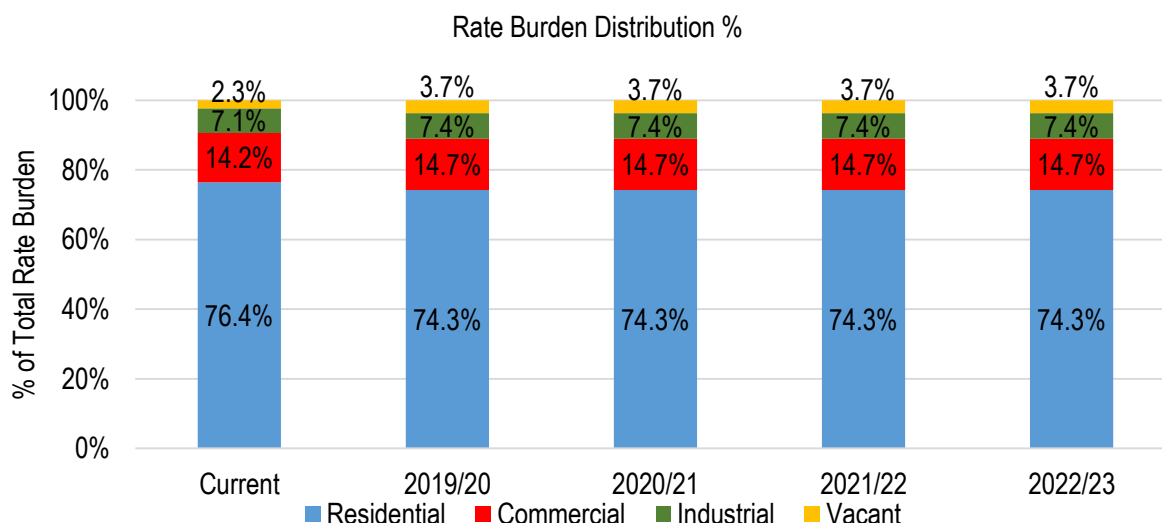
This chart shows that under the adopted Rating Strategy, and with the structural change from the NAV to CIV valuation system, most ratepayers (20,432) would experience rate bill movements within the band of -9.99% to +9.99% (before rebates are applied). The chart also shows that, without the application of transition mechanism, a significant number (2,352 assessments) would experience rate increases of over 40%. 1,367 of these assessments are residential assessments. This reflects the impact of the newly introduced waste and municipal charges, as well as the structural change from NAV to CIV rating.

To alleviate this, Council has adopted a rebate, (as a temporary transitional measure for 2019/20 only) to cap rate individual rate increases for residential ratepayers at a maximum of 30%.

5 Year Forecasts

The chart below shows the predicted average rates and charges bill (for residential assessments), and the rates/charges components thereof, over the next 4 years. This reflects an assumed 2.5% (2019/20) total increase in rates and charges levied (under the State Rate Cap) and 2.25% as included in the Council's Long-term financial strategy.

Over the same 4 year forecast period, the following chart shows the relative distribution of the total rates and charges burden on the wider community by property type:



This shows that, under this Rating Strategy, the proportion of the total rate burden borne by the residential sector will reduce from the current 76.4% to 74.3% in 2019/20 and then remain at the same level for the period of this Plan.

Transitional Cap on Rate Increases (Rebate)

As stated, the changes embodied in this Rating Strategy (combined with the outcomes of the 2019 property revaluation) will bring about significant changes in individual rates bills. Whilst the total rate burden on the residential sector has been decreased by the changes, the change from NAV to CIV and the introduction of a waste charge and municipal charge will have a significant impact on residential assessments at the lower end of the valuation spectrum.

In recognition of the impact of these structural changes, Council has determined to introduce a temporary 'cap' in individual rate bill increases in 2019/20 (for residential ratepayers only) of 30%. Under this 'cap', ratepayers will automatically receive on their rates bill a rebate on the calculated rates and charges for their property for any amount over and above a 30% increase in the assessed rates for the previous year (2018/19). The calculation of the rebate will exclude the fire services levy but will take account of existing rebates for pensioners.

Deferments, Waivers and Concessions

Council has a specific policy for the handling of hardship cases. This allows for the deferment of all or part of rates for varying times depending on circumstances. Interest on outstanding rates may also be waived in hardship cases. Applicants are required to specify the hardship grounds, on consideration of which Council may grant a deferment or waiver. This would generally continue until circumstances change, the land is sold or the property owner dies, when the rates and interest deferred would be taken from the property sale proceeds.

For the 2019-23 years, Council proposes no change to its policy on deferments, discounts or waivers.

Payment of Rates

Rates may be paid by monthly/quarterly instalments or as a yearly lump sum payment. The Council also widely publicises the opportunity it allows for paying rates by arrangement throughout the year as it can be managed and encourages ratepayers who may be having difficulty to discuss payment arrangements with rates staff.

For the 2019-23 years, Council proposes no change to its policy on payment of rates.

Application and Review

This Rating Strategy will be reviewed annually as part of the Council's annual budget process.

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 not 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) 2019-29 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 2019/2020 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 2019. 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 not be required to fund future Capital projects. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2023.

Year	New Borrowings	Principal Paid	Interest Paid	Balance 30 June
	\$'000	\$'000	\$'000	\$'000
2018/19	-	-	-	-
2019/20	-	-	-	-
2020/21	-	-	-	-
2021/22	-	-	-	-
2022/23	-	-	-	-

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 2019- 2020 Capital & Improvement Works program is targeting a \$61.2m 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.

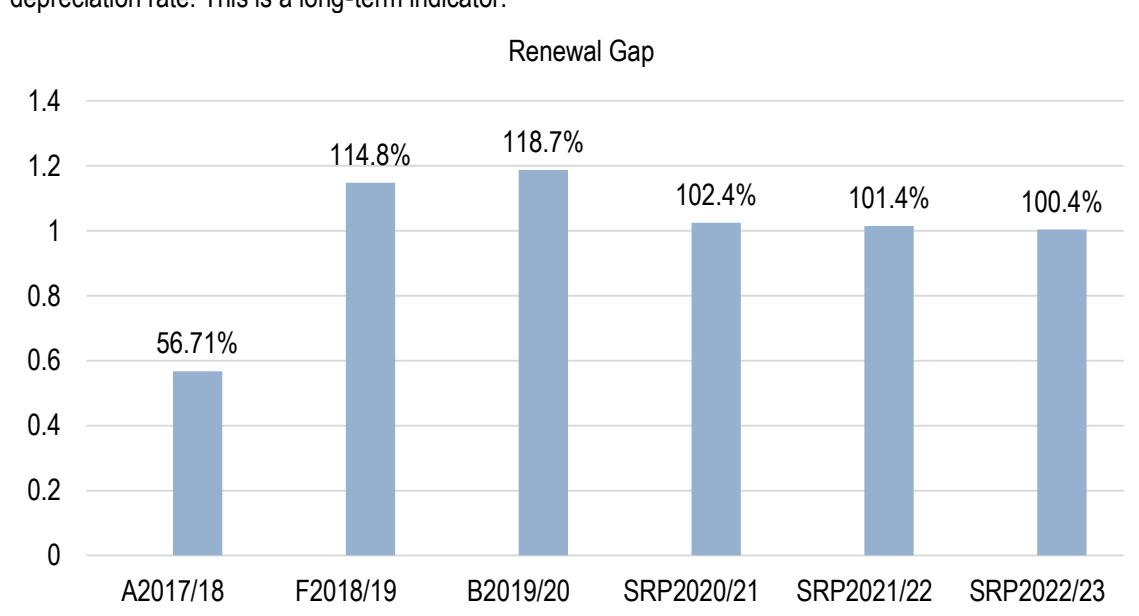
The Capital Works and Renewal Program takes into consideration the use/community requirements (current and future), existing asset condition, rate of asset consumption (backlog) and the renewal funding requirements to meet future community needs and expectations. The Capital Works and Renewal program 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 at least 30% of Council's total rate revenue is dedicated to the Capital & Improvement Works Program, which for this financial year is set at \$30.636m.

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 & Improvement Works expenditure for FY19/20 is \$61.2m and consisting of the following funding sources (\$61.2m including carry forwards of \$6.5m) refer section 4.6. A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. Financial sustainability indicators related to Renewal Gap: - Renewal and upgrade expenditure/depreciation.

Comparison of the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1:1 indicate that spending on existing assets is greater than the depreciation rate. This is a long-term indicator.



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
2018/19	45,373	3,523	215	21,553	-	406	19,676
2019/20	48,009	8,998	3,200	21,180	-	300	14,331
2020/21	40,779	3,384	4,000	21,480	-	300	11,615
2021/22	37,490	1,684	5,450	22,236	-	300	7,820
2022/23	31,350	1,334	5,000	23,916	-	300	800

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 7) 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
2018/19	12,394	5,370
2019/20	21,108	6,229
2020/21	17,415	6,856
2021/22	17,778	7,401
2022/23	18,918	9,272

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 Strategic Initiatives

Ref. No.	Description	Amount	Linkage to Strategic Objectives
1	Music and Night Time Economy Kick Starter	\$100,000	Growth & Prosperity
2	Wominjeka Festival Revitalise	\$65,000	Growth & Prosperity
3	Footscray Library - extension of opening hours	\$10,000	Healthy & Inclusive Communities
4	Maribyrnong Library - extension of opening hours	\$24,500	Healthy & Inclusive Communities
5	Introduction of new hardware and software in libraries	\$50,000	Healthy & Inclusive Communities
6	Furniture replacements required for 5 Libraries.	\$13,000	Quality Places & Spaces
7	Furniture replacements required for Maidstone Community Centre	\$15,000	Quality Places & Spaces
8	Youth Services Minor Asset Purchase budget for equipment and furniture	\$20,000	Quality Places & Spaces
9	Maribyrnong Playgroup Activation Project (Pilot)	\$85,000	Healthy & Inclusive Communities
10	Sons and Daughters of the West	\$70,000	Healthy & Inclusive Communities
11	Active Maribyrnong Grants program	\$20,000	Healthy & Inclusive Communities
12	Leaders of the Pack - Western Bulldogs	\$30,000	Healthy & Inclusive Communities
		\$502,500	

Appendix B 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 2019/2020 year.

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
1	COMMUNITY SERVICES				
2	Home Care Service (per hour)				
3	Home care - Base Rate	Council	\$7.00	\$0.00	\$7.00
4	Home Care - Medium Fee	Council	\$9.50	\$0.00	\$9.50
5	Home Care - High Fee Rate	Council	\$39.20	\$0.00	\$39.20
6	Respite Care - Low Rate	Council	\$3.85	\$0.00	\$3.85
7	Respite Care - Medium Fee Rate	Council	\$5.50	\$0.00	\$5.50
8	Respite Care - High Fee Rate	Council	\$39.15	\$0.00	\$39.15
9	National Respite for Carers - Low Rate	Council	\$3.65	\$0.00	\$3.65
10	National Respite for Carers - Medium Rate	Council	\$4.95	\$0.00	\$4.95
11	National Respite for Carers - High Rate	Council	\$15.05	\$0.00	\$15.05
12	Personal Care - Low Rate *	Council	\$5.40	\$0.00	\$5.40
13	Personal Care - Medium Fee Rate	Council	\$10.65	\$0.00	\$10.65
14	Personal Care - High Fee Rate	Council	\$44.10	\$0.00	\$44.10
15	Property Maintenance - Low Rate	Council	\$14.40	\$0.00	\$14.40
16	Property Maintenance - Medium Rate	Council	\$21.60	\$0.00	\$21.60
17	Property Maintenance - High Rate	Council	\$54.95	\$0.00	\$54.95
18	Day Centre Program - Low Rate + meal	Council	\$9.15	\$0.00	\$9.15
19	Day Centre Program - Medium Rate + meal	Council	\$14.20	\$0.00	\$14.20
20	Day Centre Program - High Rate + meal	Council	\$19.20	\$0.00	\$19.20
21	Planned Activity Groups - Low Rate + meal	Council	\$9.15	\$0.00	\$9.15
22	Planned Activity Groups - Medium Rate + meal	Council	\$14.20	\$0.00	\$14.20
23	Planned Activity Groups - High Rate + meal	Council	\$19.20	\$0.00	\$19.20
24	Meals Low Rate (per unit)	Council	\$9.15	\$0.00	\$9.15
25	Meals Medium Rate (per unit)	Council	\$10.40	\$0.00	\$10.40
26	Meals High Rate (per unit)	Council	\$21.60	\$0.00	\$21.60
27	Senior Citizens Centres - casual fee (per hire)	Council	\$35.64	\$3.56	\$39.20
28	Senior Citizens Centres - community groups (per hire)	Council	\$72.73	\$7.27	\$80.00
29	Bond (per unit)	Council	\$375.00	\$0.00	\$375.00
30	Brokered services (per unit)				
31	Home Gardening (per hour)	Council	\$13.42	\$1.34	\$14.76
32	Day Centre Program (Brokered session + meal) (per session)	Council	\$10.15	\$1.02	\$11.17
33	Meals (brokered) (per unit)	Council	\$20.92	\$2.09	\$23.01
34	Home Care (brokered rate)	Council	\$62.71	\$6.27	\$68.98
35	Respite Care (brokered)	Council	\$67.70	\$6.77	\$74.47
36	National Respite for Carers - (brokered)	Council	\$45.85	\$4.58	\$50.43
37	Property Maintenance (brokered) (per unit)	Council	\$93.88	\$9.39	\$103.27
38	Personal Care (brokered)	Council	\$67.70	\$6.77	\$74.47
39	Respite Out of Hours -time & a half (brokered)	Council	\$104.74	\$10.47	\$115.21

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
40	Respite Out of Hours - double time (brokered)	Council	\$139.54	\$13.95	\$153.49
41	Personal Care Out of Hours -time & a half (brokered)	Council	\$104.69	\$10.47	\$115.16
42	Personal Care Out of Hours - double time (brokered)	Council	\$139.49	\$13.95	\$153.44
43	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.				
44	Community Development				
45	Community Bus (all day/overnight)	Council	\$84.68	\$8.47	\$93.15
46	Community Bus (5 hours)	Council	\$34.95	\$3.50	\$38.45
47	Bond Refundable (per hire)	Council	\$240.00	\$0.00	\$240.00
48	Aged Community Transport (Per day)	Council	\$3.10	\$0.00	\$3.10
49	Social Outings (per outing)	Council	\$3.10	\$0.00	\$3.10
50	COMMUNITY SERVICESFAMILY AND YOUTH SERVICE				
51	Central Register System(CRS)				
52	Administration Fee per child application	Council	\$21.00	\$0.00	\$21.00
53	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.		0		
54	Children's Centres Sanitary and Hygiene Services				
55	Nappy Bins (per unit)	Council	\$115.00	\$0.00	\$115.00
56	Sanitary Bins (per unit)	Council	\$50.00	\$0.00	\$50.00
57	Annual Charge	Council	\$104.00	\$0.00	\$104.00
58	Immunisations				
59	Flu immunisation (per unit)	Council	\$25.00	\$0.00	\$25.00
60	COMMUNITY SERVICES PHOENIX CENTER				
61	Community Organisations with Youth focus group (per hour)				
62	The Bunker	Council	\$17.27	\$1.73	\$19.00
63	The Auditorium	Council	\$20.00	\$2.00	\$22.00
64	The Training room	Council	\$17.27	\$1.73	\$19.00
65	Meeting room 3	Council	\$14.55	\$1.45	\$16.00
66	Phoenix gallery * Price On Application	Council	POA		POA
67	Training Room and Kitchen (during business hours)	Council	\$25.00	\$0.00	\$25.00
68	Multispace/Kitchen (during business hours)	Council	\$19.00	\$0.00	\$19.00
69	Not For Profit Organisations with a youth focus (per hour)				
70	The Bunker	Council	\$27.27	\$2.73	\$30.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
71	The Auditorium	Council	\$30.91	\$3.09	\$34.00
72	The Training room	Council	\$27.27	\$2.73	\$30.00
73	Meeting room 3	Council	\$25.45	\$2.55	\$28.00
74	Phoenix gallery * Price On Application	Council	POA		POA
75	Training Room and Kitchen (during business hours)	Council	\$35.00	\$0.00	\$35.00
76	Multispace/Kitchen (during business hours)	Council	\$30.00	\$0.00	\$30.00
77	Other (Price on Application)				
78	The Bunker	Council	POA		POA
79	The Auditorium	Council	POA		POA
80	The Training room	Council	POA		POA
81	Meeting room 3	Council	POA		POA
82	Phoenix gallery Price On Application	Council	POA		POA
83	Training Room and Kitchen (during business hours)	Council	POA		POA
84	Multispace/Kitchen (during business hours)	Council	POA		POA
85	Bonds				
86	Facility	Council	\$200.00	\$0.00	\$200.00
87	Key	Council	\$50.00	\$0.00	\$50.00
88	Swipe Card	Council	\$20.00	\$0.00	\$20.00
89	Public Liability	Council	\$25.00	\$0.00	\$25.00
90	Package (per day) for multiple rooms & cleaning.				
91	Gig Package - young people only	Council	\$245.45	\$24.55	\$270.00
92	Room hire (excludes equipment)	Council	\$300.00	\$30.00	\$330.00
93	Room hire (includes equipment)	Council	\$390.91	\$39.09	\$430.00
94	Band Memberships (3 months)	Council	\$109.09	\$10.91	\$120.00
95	Other fees (per event)				
96	Holiday Program Price On Application	Council	POA		POA
97	Equipment hire - Projector	Council	\$25.00	\$0.00	\$25.00
98	Equipment Hire - PA and microphone	Council	\$30.00	\$0.00	\$30.00
99	Equipment hire - Interactive Screen	Council	\$25.00	\$0.00	\$25.00
100	Equipment hire - Staff set up (Per hour)	Council	\$30.00	\$0.00	\$30.00
101	COMMUNITY SERVICES				
102	Library				
103	Inter library loan fees	Council	\$17.27	\$1.73	\$19.00
104	Conference room hire Footscray (per hour)	Council	\$30.91	\$3.09	\$34.00
105	Conference room hire Footscray (Community Rate per hour)	Council	\$15.45	\$1.55	\$17.00
106	Meeting room 1 hire Maribyrnong/Highpoint (per hour)	Council	\$30.91	\$3.09	\$34.00
107	Meeting room 1 hire Maribyrnong/Highpoint (Community Rate per hour)	Council	\$15.45	\$1.55	\$17.00
108	Meeting Room 2 hire Maribyrnong/Highpoint (per hour)	Council	\$11.82	\$1.18	\$13.00
109	Discussion room hire West Footscray (Commercial rate per hour)	Council	\$25.45	\$2.55	\$28.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
110	Discussion room hire West Footscray (Community rate per hour)	Council	\$12.73	\$1.27	\$14.00
111	Discussion room hire Footscray (per hour)	Council	\$11.82	\$1.18	\$13.00
112	Photocopies A4 (per page) B&W	Council	\$0.18	\$0.02	\$0.20
113	Photocopies A3 (per page) B&W	Council	\$0.36	\$0.04	\$0.40
114	Photocopies Colour A3 (per page)	Council	\$3.00	\$0.30	\$3.30
115	Photocopies Colour A4 (per page)	Council	\$1.64	\$0.16	\$1.80
116	USB drive (8GB)	Council	\$10.00	\$1.00	\$11.00
117	Head Phones - Computers	Council	\$3.64	\$0.36	\$4.00
118	Book sales	Council	POA		POA
119	Fines - Adults (per day)	Council	\$0.36	\$0.04	\$0.40
120	Fines - Juniors (per day)	Council	\$0.18	\$0.02	\$0.20
121	Replacement cards	Council	\$3.64	\$0.36	\$4.00
122	Unique Management Fee	Council	\$14.55	\$1.45	\$16.00
123	Lost and damaged books processing fee	Council	POA		POA
124	COMMUNITY SERVICES MAIDSTONE COMMUNITY CANTER				
125	Commercial users (per hour)				
126	Main Hall	Council	\$72.73	\$7.27	\$80.00
127	Music Room	Council	\$31.82	\$3.18	\$35.00
128	Park Room	Council	\$31.82	\$3.18	\$35.00
129	Hall Meeting room	Council	\$18.18	\$1.82	\$20.00
130	Garden Room	Council	\$40.91	\$4.09	\$45.00
131	Computer Room	Council	\$40.91	\$4.09	\$45.00
132	Kitchen	Council	\$36.36	\$3.64	\$40.00
133	Garden	Council	\$31.82	\$3.18	\$35.00
134	Maidstone Child and Family Child Care Centre Community Room	Council	\$50.00	\$5.00	\$55.00
135	Commercial Package Prices (per hour for a minimum of 6 hours)				
136	Maidstone Community Centre Hall & Kitchen	Council	\$100.00	\$10.00	\$110.00
137	Maidstone Child and Family Child Care Centre - Community room & kitchen	Council	\$59.09	\$5.91	\$65.00
138	Commercial Equipment hire (per use)				
139	AV projector	Council	\$45.45	\$4.55	\$50.00
140	BBQ	Council	\$50.00	\$0.00	\$50.00
141	Maidstone Child and Family Centre BBQ (Offsite)	Council	\$45.45	\$4.55	\$50.00
142	Maidstone Child and Family Child Care Centre Equipment (Projector, Screen, Blu-ray player) (offsite)	Council	\$45.45	\$4.55	\$50.00
143	AV projector (Commercial)	Council	\$45.45	\$4.55	\$50.00
144	TV DVD/VCR	Council	\$45.45	\$4.55	\$50.00
145	Community Users (per hour)				
146	Main hall	Council	\$36.36	\$3.64	\$40.00
147	Music Room	Council	\$16.36	\$1.64	\$18.00
148	Park Room	Council	\$16.36	\$1.64	\$18.00
149	Hall Meeting room	Council	\$9.09	\$0.91	\$10.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
150	Garden Room	Council	\$20.91	\$2.09	\$23.00
151	Computer Room	Council	\$20.91	\$2.09	\$23.00
152	Kitchen	Council	\$18.18	\$1.82	\$20.00
153	Garden	Council	\$16.36	\$1.64	\$18.00
154	Maidstone Child and Family Centre Community Room	Council	\$25.45	\$2.55	\$28.00
155	Community Package Prices (per hour for a minimum of 6 hours)				
156	Maidstone Community Centre Hall & Kitchen	Council	\$50.00	\$5.00	\$55.00
157	Maidstone Child and Family Child Care Centre - Community Room & Kitchen	Council	\$30.00	\$3.00	\$33.00
158	Community Equipment hire (per use)				
159	AV projector (Community)	Council	\$22.73	\$2.27	\$25.00
160	BBQ	Council	\$25.00	\$0.00	\$25.00
161	Maidstone Child and Family Centre BBQ (Offsite)	Council	\$9.09	\$0.91	\$10.00
162	Maidstone Child and Family Centre Equipment (Projector, Screen, Blu-ray player) (offsite)	Council	\$22.73	\$2.27	\$25.00
163	Public liability Insurance - See Risk management	Council	\$36.36	\$3.64	\$40.00
164	Bonds				
165	Bonds (Hall hire)		\$500.00	\$0.00	\$500.00
166	Bonds (Key hire)		\$60.00	\$0.00	\$60.00
167	Courses				
\$168.00	Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	Council	POA		POA
169	Miscellaneous (per page)				
170	Printing Black & White only	Council	\$0.18	\$0.02	\$0.20
171	Photocopying A4	Council	\$0.18	\$0.02	\$0.20
172	Photocopying A3	Council	\$0.36	\$0.04	\$0.40
173	COMMUNITY SERVICES BAYBROOK COMMUNITY HUB				
174	Commercial Users (per hour)				
175	Hall (Capacity 80)	Council	\$59.09	\$5.91	\$65.00
176	Community Meeting Room 1 (Capacity 8)	Council	\$31.82	\$3.18	\$35.00
177	Community Meeting Room 2 (Capacity 12)	Council	\$40.91	\$4.09	\$45.00
178	Library Meeting Room 1 (Capacity 8)	Council	\$50.00	\$5.00	\$55.00
179	Library Meeting Room 2 (Interview Room) (Capacity 4)	Council	\$22.73	\$2.27	\$25.00
180	Library Meeting Room 3 - 4 (Capacity 20)	Council	\$45.45	\$4.55	\$50.00
181	Meeting Room 6 - Computer Training room	Council	\$40.91	\$4.09	\$45.00
182	Meeting Room 9 - Sports pavilion (Capacity 60)	Council	\$50.00	\$5.00	\$55.00
183	Community Kitchen	Council	\$36.36	\$3.64	\$40.00
184	Commercial Equipment hire (per use)				
185	AV projector	Council	\$45.45	\$4.55	\$50.00
186	BBQ	Council	\$50.00	\$0.00	\$50.00
187	Commercial Package Prices (per hour for a minimum of 6 hours)				

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
188	Main Hall & Kitchen	Council	\$77.27	\$7.73	\$85.00
189	Sports pavilion and main kitchen	Council	\$68.18	\$6.82	\$75.00
190	Community Users (per hour)				
191	Hall (Capacity 80)	Council	\$30.00	\$3.00	\$33.00
192	Community Meeting Room 1 (Capacity 8)	Council	\$16.36	\$1.64	\$18.00
193	Community Meeting Room 2 (12 Seated)	Council	\$20.91	\$2.09	\$23.00
194	Library Meeting Room 1 (Capacity 8)	Council	\$25.45	\$2.55	\$28.00
195	Library Meeting Room 2 (Interview Room) (Capacity 4)	Council	\$11.82	\$1.18	\$13.00
196	Library Meeting Room 3 - 4 (Capacity 20)	Council	\$20.91	\$2.09	\$23.00
197	Meeting Room 6 - Computer Training room	Council	\$20.91	\$2.09	\$23.00
198	Meeting Room 9 - Sports pavilion (Capacity 60)	Council	\$28.00	\$0.00	\$28.00
199	Community Kitchen	Council	\$16.36	\$1.64	\$18.00
200	Community Equipment hire (per use)				
201	AV projector	Council	\$22.73	\$2.27	\$25.00
202	BBQ	Council	\$25.00	\$0.00	\$25.00
203	Community Package Prices (per hour for a minimum of 6 hours)				
204	Main Hall & Kitchen	Council	\$36.36	\$3.64	\$40.00
205	Sports pavilion and main kitchen	Council	\$31.82	\$3.18	\$35.00
206	Bonds				
207	Bonds (Hall hire)	Council	\$500.00	\$0.00	\$500.00
208	Bonds (Key hire)	Council	\$60.00	\$0.00	\$60.00
209	Courses (per event)				
210	Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	Council	POA		POA
211	Miscellaneous (black & white only per page)				
212	Photocopying A4	Council	\$0.18	\$0.02	\$0.20
213	Photocopying A3	Council	\$0.36	\$0.04	\$0.40
214	Insurance - Risk management (per event)	Council	POA		POA
215	COMMUNITY SERVICES MARIBRNONG COMMUNITY CENTER				
216	Commercial Users (per hour)				
217	Main Hall (capacity 120 - 200)	Council	\$81.82	\$8.18	\$90.00
218	Full dining room with access to commercial kitchen (capacity 24)	Council	\$54.55	\$5.45	\$60.00
219	Half dining room with access to commercial kitchen (capacity 12)	Council	\$40.91	\$4.09	\$45.00
220	Half dining room with access to shared kitchenette (capacity 12)	Council	\$36.36	\$3.64	\$40.00
221	Recreation room (capacity 24 - 50)	Council	\$50.00	\$5.00	\$55.00
222	Training Room - no computer use (capacity 20)	Council	\$22.73	\$2.27	\$25.00
223	Training Room - with computer use (capacity 20/computers 10)	Council	\$40.91	\$4.09	\$45.00
224	Commercial Equipment hire (per use)				
225	BBQ	Council	\$50.00	\$0.00	\$50.00
226	AV projector	Council	\$45.45	\$4.55	\$50.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
227	Commercial Package Prices (per hour for a minimum of 6 hours)				
228	Main Hall / Large Kitchen / Full Dining	Council	\$118.18	\$11.82	\$130.00
229	Main Hall / Large Kitchen / Full Dining / Recreation Room	Council	\$154.55	\$15.45	\$170.00
230	Community Users (per hour)				
231	Main Hall (capacity 120 - 200)	Council	\$40.91	\$4.09	\$45.00
232	Full dining room with access to commercial kitchen (capacity 24)	Council	\$27.27	\$2.73	\$30.00
233	Half dining room with access to commercial kitchen (capacity 12)	Council	\$20.91	\$2.09	\$23.00
234	Half dining room with access to shared kitchenette (capacity 12)	Council	\$18.18	\$1.82	\$20.00
235	Recreation room (capacity 24 - 50)	Council	\$25.45	\$2.55	\$28.00
236	Training Room - no computer use (capacity 20)	Council	\$11.82	\$1.18	\$13.00
237	Training Room - with computer use (capacity 20/computers 10)	Council	\$20.91	\$2.09	\$23.00
238	Community Equipment hire (per use)				
239	AV projector	Council	\$22.73	\$2.27	\$25.00
240	BBQ	Council	\$25.00	\$0.00	\$25.00
241	Community Package Prices (per hour for a minimum of 6 hours)				
242	Main Hall / Large Kitchen / Full Dining (New)	Council	\$59.09	\$5.91	\$65.00
243	Main Hall / Large Kitchen / Full Dining / Recreation Room (New)	Council	\$77.27	\$7.73	\$85.00
244	Bonds				
245	Bonds (Hall hire)	Council	\$500.00	\$0.00	\$500.00
246	Bonds (Key hire)	Council	\$60.00	\$0.00	\$60.00
247	Courses				
248	Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	Council	POA		POA
249	Miscellaneous (per page)				
250	Printing Black & White only	Council	\$0.18	\$0.02	\$0.20
251	Photocopying A4	Council	\$0.18	\$0.02	\$0.20
252	Photocopying A3	Council	\$0.36	\$0.04	\$0.40
253	Public liability Insurance (per event)	Council	\$36.36	\$3.64	\$40.00
254	COMMUNITY SERVICES MARIBRNONG ACQUATIC CENTER				
255	Casual Visits				
256	Adult Entry	Council	\$6.55	\$0.65	\$7.20
257	10 visit pass Adult	Council	\$59.09	\$5.91	\$65.00
258	50 visit pass Adult	Council	\$263.64	\$26.36	\$290.00
259	Child Entry	Council	\$5.27	\$0.53	\$5.80
260	10 visit pass Child	Council	\$47.27	\$4.73	\$52.00
261	50 visit pass Child	Council	\$195.45	\$19.55	\$215.00
262	Pensioner/Concession	Council	\$5.45	\$0.55	\$6.00
263	10 visit pass Pensioner/Concession	Council	\$49.09	\$4.91	\$54.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
264	50 visit pass Pensioner/Concession	Council	\$209.09	\$20.91	\$230.00
265	Family Entry	Council	\$20.91	\$2.09	\$23.00
266	10 visit pass Family	Council	\$177.27	\$17.73	\$195.00
267	Swim/Sauna/Spa/Steam (S/S/S/S)	Council	\$11.73	\$1.17	\$12.90
268	10 visit pass S/S/S/S	Council	\$109.09	\$10.91	\$120.00
269	Pensioner/Concession (S/S/S/S)	Council	\$9.00	\$0.90	\$9.90
270	10 visit pass Pensioner/Concession (S/S/S/S)	Council	\$83.64	\$8.36	\$92.00
271	Gymnasium Inc. Class, S/S/S/S & Locker	Council	\$24.55	\$2.45	\$27.00
272	Gymnasium Inc. Class, S/S/S/S/L - Concession	Council	\$20.91	\$2.09	\$23.00
273	Gymnasium Inc. Class, S/S/S/S/L 10 visit	Council	\$218.18	\$21.82	\$240.00
274	Gymnasium Inc. CLASS, S/S/S/S/L 10 visit - Concession	Council	\$180.91	\$18.09	\$199.00
275	Women's Night - Adult	Council	\$8.18	\$0.82	\$9.00
276	Women's Night - Concession	Council	\$7.45	\$0.75	\$8.20
277	Women's Night - Child	Council	\$5.27	\$0.53	\$5.80
278	Women's Night - Swimming Lesson 5 visit pass	Council	\$22.73	\$2.27	\$25.00
279	Women's Night - Family	Council	\$25.45	\$2.55	\$28.00
280	Women's Night - Adult 10 Visit	Council	\$77.27	\$7.73	\$85.00
281	Women's Night - Concession 10 Visit	Council	\$68.18	\$6.82	\$75.00
282	Women's Night - Child 10 Visit	Council	\$47.27	\$4.73	\$52.00
283	Women's Night - Family 10 Visit	Council	\$213.64	\$21.36	\$235.00
284	Pool Hire				
285	Per Lane 25m + entry \$3.50 per person \$5.50 S/S/S	Council	\$43.64	\$4.36	\$48.00
286	Per Lane 25m + entry \$3.50 per person \$5.50 S/S/S	Council	\$86.36	\$8.64	\$95.00
287	Centre Per Hour P.O.A	Council	POA		POA
288	Aquatic Hire	Council	POA		POA
289	Room Hire	Council	POA		POA
290	School Lessons - up to 31st Dec. Within City Of Maribyrnong - (Teacher to Student ratio)				
291	Ratio 1:8 (teacher to student)	Council	\$6.05	\$0.00	\$6.05
292	Ratio 1:10	Council	\$5.35	\$0.00	\$5.35
293	Ratio 1:12	Council	\$5.10	\$0.00	\$5.10
294	School Lessons - up to 31st Dec. Outside City of Maribyrnong - (Teacher to Student ratio)				
295	Ratio 1:8	Council	\$6.15	\$0.00	\$6.15
296	Ratio 1:10	Council	\$5.50	\$0.00	\$5.50
297	Ratio 1:12	Council	\$5.20	\$0.00	\$5.20
298	Private Swim Lessons - (direct debit fortnightly payment)				
299	Swim Lesson (per fortnight)	Council	\$31.50	\$0.00	\$31.50
300	Swim Lesson - Concession (per fortnight)	Council	\$27.20	\$0.00	\$27.20
301	Rehabilitation/Disability program (per fortnight)	Council	\$36.20	\$0.00	\$36.20
302	School Lessons - from 1st Jan. Within City Of Maribyrnong - (Teacher to Student ratio)				
303	Ratio 1:8	Council	\$6.20	\$0.00	\$6.20
304	Ratio 1:10	Council	\$5.50	\$0.00	\$5.50

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
305	Ratio 1:12	Council	\$5.20	\$0.00	\$5.20
306	School Lessons - from 1st Jan. Outside City Of Maribyrnong - (Teacher to Student ratio)				
307	Ratio 1:8	Council	\$6.30	\$0.00	\$6.30
308	Ratio 1:10	Council	\$5.70	\$0.00	\$5.70
309	Ratio 1:12	Council	\$5.40	\$0.00	\$5.40
310	Centre Member's Child Care				
311	1 child (Swim Lesson time only) 1 hour.	Council	\$7.00	\$0.00	\$7.00
312	10 visit pass (Swim Lesson time only) 1 hour.	Council	\$57.00	\$0.00	\$57.00
313	1 child per 1 1/2 hour	Council	\$9.00	\$0.00	\$9.00
314	10 visit pass	Council	\$72.00	\$0.00	\$72.00
315	1 child per 4.25 hours	Council	\$25.00	\$0.00	\$25.00
316	10 visit pass	Council	\$210.00	\$0.00	\$210.00
317	3 or more children 15% off total fee				
318	Registration Fee	Council	\$15.00	\$0.00	\$15.00
319	Late Fee per 15 minutes	Council	\$15.00	\$0.00	\$15.00
320	Non Member's Occasional Child Care				
321	1 child per hour.	Council	\$15.00	\$0.00	\$15.00
322	10 visit pass per hour.	Council	\$125.00	\$0.00	\$125.00
323	1 child per 4.25 hours	Council	\$46.00	\$0.00	\$46.00
324	10 visit pass	Council	\$399.00	\$0.00	\$399.00
325	3 or more children 15% off total fee	Council	\$0.00	\$0.00	\$0.00
326	Registration Fee	Council	\$15.00	\$0.00	\$15.00
327	Late Fee per 15 minutes	Council	\$15.00	\$0.00	\$15.00
328	Programs				
329	Group Exercise Classes	Council	\$16.36	\$1.64	\$18.00
330	Group Exercise Classes Concession	Council	\$14.55	\$1.45	\$16.00
331	10 visit pass	Council	\$140.91	\$14.09	\$155.00
332	10 visit pass - Concession	Council	\$122.73	\$12.27	\$135.00
333	Senior classes Inc. S/S/S/S	Council	\$9.09	\$0.91	\$10.00
334	10 visit pass	Council	\$79.09	\$7.91	\$87.00
335	Members add on class	Council	\$7.73	\$0.77	\$8.50
336	Members add on class 10 visit pass	Council	\$61.82	\$6.18	\$68.00
337	Memberships				
338	Health Club 12 months	Council	\$895.45	\$89.55	\$985.00
339	Aquatics Plus 12 month	Council	\$790.00	\$79.00	\$869.00
340	Locker 6 month	Council	\$127.27	\$12.73	\$140.00
341	Locker 12 month	Council	\$186.36	\$18.64	\$205.00
342	Ultimate 3 month	Council	\$535.45	\$53.55	\$589.00
343	Ultimate 12 month	Council	\$1,071.82	\$107.18	\$1,179.00
344	Off-Peak 12 month	Council	\$726.36	\$72.64	\$799.00
345	Seniors membership	Council	\$540.91	\$54.09	\$595.00
346	Child Swimming 12 Months	Council	\$268.18	\$26.82	\$295.00
347	Active Teens - 3 months	Council	\$168.18	\$16.82	\$185.00
348	Active Teens - 6 months	Council	\$236.36	\$23.64	\$260.00
349	Active Teens -12 months	Council	\$427.27	\$42.73	\$470.00
350	Gym & Swim Rehab - 3 months	Council	\$390.91	\$39.09	\$430.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
351	Aquatics Plus Rehab - 3 months	Council	\$390.91	\$39.09	\$430.00
352	Ultimate Rehabilitation	Council	\$490.91	\$49.09	\$540.00
353	Administration Fee - Refund	Council	\$54.55	\$5.45	\$60.00
354	Council memberships per fortnight	Council	\$22.73	\$2.27	\$25.00
355	*Renewal discount 10% for 3 years + consecutive M'ship	Council	POA		POA
356	**Concession Discount on Memberships - 15%	Council	POA		POA
357	Membership Direct Debit				
358	Joining Fee	Council	\$81.82	\$8.18	\$90.00
359	Ultimate direct debit per fortnight	Council	\$36.32	\$3.63	\$39.95
360	Off Peak direct debit per fortnight	Council	\$29.95	\$3.00	\$32.95
361	Health Club direct debit per fortnight	Council	\$34.50	\$3.45	\$37.95
362	Aquatics plus direct debit per fortnight	Council	\$29.09	\$2.91	\$32.00
363	Results Membership direct debit per fortnight min 6 debits	Council	\$123.64	\$12.36	\$136.00
364	Seniors direct debit per fortnight	Council	\$20.82	\$2.08	\$22.90
365	Teen Active direct debit per fortnight	Council	\$18.14	\$1.81	\$19.95
366	Locker direct debit per fortnight	Council	\$8.36	\$0.84	\$9.20
367	*Renewal discount 10% for 3 years + consecutive M'ship	Council	POA		POA
368	**Concession Discount on Memberships - 15%	Council	POA		POA
369	Personal Training				
370	1/2 Hour Session - Members	Council	\$40.91	\$4.09	\$45.00
371	12 Session Pack - Members	Council	\$390.91	\$39.09	\$430.00
372	1 Hour Session - Members	Council	\$65.45	\$6.55	\$72.00
373	12 Session Pack - Members	Council	\$627.27	\$62.73	\$690.00
374	Partner PT 30min session- Members	Council	\$54.55	\$5.45	\$60.00
375	Partner PT 60min session- Members	Council	\$72.73	\$7.27	\$80.00
376	Team PT 60min session - Members per person	Council	\$33.64	\$3.36	\$37.00
377	Results Membership Inc. PT 3 months	Council	\$908.18	\$90.82	\$999.00
378	1/2 Hour Session - Casual	Council	\$59.09	\$5.91	\$65.00
379	1 Hour Session - Casual	Council	\$77.27	\$7.73	\$85.00
380	11 Session Pack 1 Hour Session - Casual	Council	\$772.73	\$77.27	\$850.00
381	11 Session Pack 1/2 Hour Session - Casual	Council	\$590.91	\$59.09	\$650.00
382	Birthday Parties				
383	Birthday Party - Per Child No Food	Council	\$20.00	\$2.00	\$22.00
384	Miscellaneous				
385	Wages Recovery - Swim Centre etc.	Council	POA		POA
386	Product Sales - Retail	Council	POA		POA
387	Spectator Fee	Council	\$1.82	\$0.18	\$2.00
388	Sundry Items Locker Commission	Council	POA		POA
389	COMMUNITY SERVICES PARK/EQUIPMENT HIRE FEES				
390	Park Booking (per day)				
391	Wedding Ceremony	Council	\$144.45	\$14.45	\$158.90
392	Private activity - Individual/Family/Corporate Functions	Council	\$83.86	\$8.39	\$92.25
393	Community activity (50-150 people)	Council	\$63.36	\$6.34	\$69.70

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
394	Commercial use (minimum)	Council	\$1,490.91	\$149.09	\$1,640.00
395	Commercial use (high community benefit)	Council	\$125.82	\$12.58	\$138.40
396	Public Liability	Council	\$23.27	\$2.33	\$25.60
397	Event Permit (per day)				
398	Community/charity event permit	Council	\$138.50	\$0.00	\$138.50
399	Private activity event permit - Individual/Family/Corporate Functions	Council	\$184.50	\$0.00	\$184.50
400	Commercial event permit (minimum)	Council	\$1,415.00	\$0.00	\$1,415.00
401	Commercial event permit (high community benefit)	Council	\$333.00	\$0.00	\$333.00
402	Bond Fees				
403	Community use - (per day minimum)	Council	\$210.00	\$0.00	\$210.00
404	Private Activities - Individual/Family	Council	\$210.00	\$0.00	\$210.00
405	Private Activities - Business/Corporate Functions (minimum)	Council	\$3,382.50	\$0.00	\$3,382.50
406	Corporate or commercial use (minimum)	Council	\$3,382.50	\$0.00	\$3,382.50
407	Personal Trainers (per 6 month booking)				
408	Category 1: 3-5 participates	Council	\$172.20	\$0.00	\$172.20
409	Category 2: 6-15 participates	Council	\$471.50	\$0.00	\$471.50
410	Category 3: 16-40 participates	Council	\$1,353.00	\$0.00	\$1,353.00
411	Crown Land Licence	Statutory	\$102.50	\$0.00	\$102.50
412	Sport Grounds and Pavilions Type of Use				
413	Corporate or commercial use (per event / weekend)	Council	\$3,634.09	\$363.41	\$3,997.50
414	Corporate or commercial use (High Community Benefit) (per day)	Council	\$274.55	\$27.45	\$302.00
415	Seasonal fees in accordance with Council Policy (adopted August 2008)	Council	POA		POA
416	Casual hire of Grounds (Per day)	Council	\$88.45	\$8.85	\$97.30
417	Casual hire of Pavilions (Per day)	Council	\$88.45	\$8.85	\$97.30
418	Maidstone Tennis Facility				
419	Monday - Friday (9:00am - 9:00pm) - Community/Not for Profit per hour	Council	\$40.05	\$4.00	\$44.05
420	Monday - Friday (9:00am - 9:00pm) - Private & Commercial per hour	Council	\$53.64	\$5.36	\$59.00
421	Saturday - Sunday (2:00pm - 6:00pm) - Community/Not for Profit per hour	Council	\$40.05	\$4.00	\$44.05
422	Saturday - Sunday (2:00pm - 6:00pm) - Private & Commercial per hour	Council	\$53.64	\$5.36	\$59.00
423	COMMUNITY SERVICES				
424	ARTS & CULTURE SERVICE				
424	Bluestone Church Arts Venue				
425	Hire Hall Fee (per day - Under 8.5 hours) Non profit	Council	\$54.55	\$5.45	\$60.00
426	Hire Hall Fee (per day - Under 8.5 hours) Commercial	Council	\$86.36	\$8.64	\$95.00
427	Hire Hall Fee (per day - Over 8.5 hours) Non profit	Council	\$72.73	\$7.27	\$80.00
428	Hire Hall Fee (per day - Over 8.5 hours) Commercial	Council	\$113.64	\$11.36	\$125.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
429	Hire Hall Fee (per week) Non Profit	Council	\$363.64	\$36.36	\$400.00
430	Hire Hall Fee (per week) Commercial	Council	\$568.18	\$56.82	\$625.00
431	Insurance Cost Recovery (per use - casual hirers)	Council	\$27.27	\$2.73	\$30.00
432	Insurance Cost Recovery (per use - artists in residence)	Council	\$104.55	\$10.45	\$115.00
433	Public Address (PA) System Fee (per day)	Council	\$31.82	\$3.18	\$35.00
434	PA Fee (per week)	Council	\$159.09	\$15.91	\$175.00
435	Security Bond	Council	\$200.00	\$0.00	\$200.00
436	Bonds (Hall hire)	Council	\$500.00	\$0.00	\$500.00
437	Bonds (Hall hire)	Council	\$500.00	\$0.00	\$500.00
438	Bonds (Key hire)	Council	\$60.00	\$0.00	\$60.00
439	Bonds (Key hire)	Council	\$60.00	\$0.00	\$60.00
440	CORPORATE SERVICESCUSTOMER SERVICE & CIVIC FACILITIES				
441	Reception Room Hire (per hour)				
442	Hire of Reception Room	Council	\$59.09	\$5.91	\$65.00
443	Hire of Reception Room - Subsidised Not for Profit Organisations (NPO)	Council	\$22.73	\$2.27	\$25.00
444	Hire of Reception Room	Council	\$90.91	\$9.09	\$100.00
445	Hire of Reception Room - Subsidised (NPO)	Council	\$54.55	\$5.45	\$60.00
446	* Standard bond	Council	\$219.80	\$0.00	\$219.80
447	Insurance - not for profit and community groups	Council	\$27.27	\$2.73	\$30.00
448	Equipment Hire	Council	POA		POA
449	CORPORATE SERVICES				
450	Information Requests				
451	Application Fee (per application)	Statutory	\$28.90	\$0.00	\$28.90
452	Supervision Charges (per quarter hour).	Statutory	\$5.00	\$0.00	\$5.00
453	Search Charges (per hour)	Statutory	\$21.30	\$0.00	\$21.30
454	A4 copy charges per copy FOI	Statutory	\$0.20	\$0.00	\$0.20
455	Sale of Information				
456	Photocopying - Information Requests (per copy)	Council	\$0.18	\$0.02	\$0.20
457	CORPORATE SERVICES REVENUE SERVICES				
458	Rates Office				
459	Land Information Certificates (LIC) (per certificate)	Statutory	\$25.90	\$0.00	\$25.90
460	LIC "Urgent 24 hour processing" (per request)	Council	\$130.00	\$0.00	\$130.00
461	PLANNING SERVICESACTIVATION & RELATIONSHIP MANAGEMENT				
462	Festival Service				
463	Festival - Commercial fees (per event)	Council	\$30,750.00	\$3,075.00	\$33,825.00
464	Festival - Commercial site bond (per event)	Council	\$10,000.00	\$0.00	\$10,000.00
465	Food vans (per event)	Council	\$450.00	\$45.00	\$495.00
466	Creative containers bond (per event)	Council	\$200.00	\$0.00	\$200.00
467	PLANNING SERVICESPARKING AND LOCAL LAWS				
468	Local Laws				

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
469	Inspection fee for Circus, Carnivals & Festivals	Council	\$87.00	\$0.00	\$87.00
470	Filming Permits first day inclusive of application fee	Council	\$645.00	\$0.00	\$645.00
471	Each second and subsequent days of filming	Council	\$325.00	\$0.00	\$325.00
472	Filming parking bay fee (per bay)	Council	\$60.00	\$0.00	\$60.00
473	Traffic management plans review (per hour)	Council	\$80.00	\$0.00	\$80.00
474	Inspection fee for Heavy Vehicular Permit	Council	\$90.00	\$0.00	\$90.00
475	Inspection fee for Camping Permit	Council	\$90.00	\$0.00	\$90.00
476	Inspection fee for Open Air Burning	Council	\$90.00	\$0.00	\$90.00
477	Inspection fee for Camping on Roads	Council	\$330.00	\$0.00	\$330.00
478	Inspection fee for Building Site Fee	Council	\$150.00	\$0.00	\$150.00
479	Impound Fee for Abandoned Vehicles	Council	\$480.00	\$0.00	\$480.00
480	Daily storage fee Abandon Vehicle and other items	Council	\$50.00	\$0.00	\$50.00
481	Release fee for shopping trolleys	Council	\$115.00	\$0.00	\$115.00
482	Impound Fee for Seized items	Council	\$470.00	\$0.00	\$470.00
483	Local Laws Permits				
484	Goods on Footway (small item)	Council	\$180.00	\$0.00	\$180.00
485	Goods on Footway	Council	\$340.00	\$0.00	\$340.00
486	A Boards (standard)	Council	\$120.00	\$0.00	\$120.00
487	A Boards (large)	Council	\$180.00	\$0.00	\$180.00
488	A Boards (extra-large)	Council	\$340.00	\$0.00	\$340.00
489	Tables & chairs (Per set)	Council	\$180.00	\$0.00	\$180.00
490	Permit for more than 3 Animals (Other than Restricted breed dogs)	Council	\$50.00	\$0.00	\$50.00
491	Permit for other animals (once off fee)	Council	\$50.00	\$0.00	\$50.00
492	Permit for more than 3 Restricted Breed Dogs	Council	\$630.00	\$0.00	\$630.00
493	Rubbish Skip Non-commercial shopping centres (up to and including 3 days)	Council	\$55.00	\$0.00	\$55.00
494	Rubbish Skip Non-commercial shopping centres (per day, four days or more)	Council	\$30.00	\$0.00	\$30.00
495	Rubbish Skips (Commercial shopping centres per day)	Council	\$60.00	\$0.00	\$60.00
496	Rubbish Skips (additional days to max of 7 days)	Council	\$25.00	\$0.00	\$25.00
497	Shipping containers on council land (3 days)	Council	\$135.00	\$0.00	\$135.00
498	Storage of building materials on Council land (per day)	Council	\$35.00	\$0.00	\$35.00
499	Itinerant trader (per day)	Council	\$35.00	\$0.00	\$35.00
500	Mobile food Vendor Permit (Daily)	Council	\$205.00	\$0.00	\$205.00
501	Special Mobile food Vendor Permit (site specific tendered)	Council	\$4,100.00	\$0.00	\$4,100.00
502	Standard Mobile food Vendor Permit	Council	\$3,100.00	\$0.00	\$3,100.00
503	Sale of Abandon Vehicles	Council	POA	0	POA
	Private Standard Waste Bins on Council Land Permit	Council	\$300.00	\$0.00	\$300.00
	Private Skip Waste Bins on Council Land Permit	Council	\$500.00	\$0.00	\$500.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
504	Maribyrnong Parking Permit				
505	1st Maribyrnong permit (valid for 1 year)	Council	\$35.00	\$0.00	\$35.00
506	2nd Maribyrnong permit (valid for 1 year)	Council	\$70.00	\$0.00	\$70.00
507	3rd Maribyrnong permit (valid for 1 year)	Council	\$120.00	\$0.00	\$120.00
508	1st Visitor permit (valid for 1 year)	Council	\$70.00	\$0.00	\$70.00
509	2st Visitor permit (valid for 1 year)	Council	\$120.00	\$0.00	\$120.00
510	Replacement of "lost" visitor permit	Council	\$85.00	\$0.00	\$85.00
511	Replacement of "lost" disability parking permit	Council	\$10.00	\$0.00	\$10.00
512	Special purpose parking permit (per bay/per day)	Council	\$25.00	\$0.00	\$25.00
513	Hospital South Carpark (HSCP) staff permit (Daily rate)	Council	\$7.00	\$0.00	\$7.00
516	Work zone Construction Permit(Restricted non Commercial) per day per bay	Council	\$25.00	\$0.00	\$25.00
517	Work zone Construction Permit(Commercial Shopping Strip) per day per bay	Council	\$35.00	\$0.00	\$35.00
518	Work zone Construction Permit(Unrestricted) per day per bay	Council	\$20.00	\$0.00	\$20.00
519	Residential Tradespersons Permit (restricted) per vehicle max 4 weeks	Council	\$52.00	\$0.00	\$52.00
520	Residential Tradespersons Permit (non-restricted) per vehicle max 4 weeks	Council	\$25.00	\$0.00	\$25.00
521	Special Event Parking Permit 10 per event (Each)	Council	\$70.00	\$0.00	\$70.00
522	Infringements (set by State Govt.) Animal registration				
523	Unsterilized dogs	Council	\$165.00	\$0.00	\$165.00
524	Reduced fee dogs (Mandatory 1/3 of full fee or less)	Council	\$55.00	\$0.00	\$55.00
525	Eligible recipients unsterilized dog*	Council	\$85.00	\$0.00	\$85.00
526	Eligible recipients (reduced fee) dogs*	Council	\$30.00	\$0.00	\$30.00
527	Dangerous Dog Registration	Council	\$210.00	\$0.00	\$210.00
528	Unsterilized cats	Council	\$165.00	\$0.00	\$165.00
529	Reduced fee cats (Mandatory 1/3 of full fee or less)	Council	\$55.00	\$0.00	\$55.00
530	Eligible recipients unsterilized cats*	Council	\$85.00	\$0.00	\$85.00
531	Eligible recipients reduced fee cats*	Council	\$30.00	\$0.00	\$30.00
532	Fee to view registration register	Council	\$40.00	\$0.00	\$40.00
533	Copy fee to obtain certificate of registration (per record)	Council	\$70.00	\$0.00	\$70.00
534	Registration / Renewal of Domestic Animal Business	Council	\$155.00	\$0.00	\$155.00
535	Animal Pound Release fee	Council	\$175.00	\$0.00	\$175.00
536	* Eligible recipient covers arrange of people that may have health care cards, aged animals etc.				
537	Pay & Display Ticket Machines				
538	Rates per policy between \$0.50 and \$3.00 per hour (from \$5.80 and \$10.00 per day).				
539	PLANNING SERVICES BUILDING SERVICES				

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
540	Residential (Class 1 and 10)				
541	Demolish detached dwelling	Council	\$1,263.64	\$126.36	\$1,390.00
542	Demolish attached dwelling	Council	\$1,522.73	\$152.27	\$1,675.00
543	Demolish outbuilding	Council	\$709.09	\$70.91	\$780.00
544	Swimming pool including barrier to AS 1926	Council	\$2,100.00	\$210.00	\$2,310.00
545	Fences	Council	\$768.18	\$76.82	\$845.00
546	Carport/garage <\$20,000	Council	\$1,000.00	\$100.00	\$1,100.00
547	Carport/garage >\$20,000	Council	\$1,272.73	\$127.27	\$1,400.00
548	Alterations and additions to dwelling <\$100,000	Council	\$1,518.18	\$151.82	\$1,670.00
549	Alterations and additions to dwelling \$100,001-\$200,000	Council	\$1,818.18	\$181.82	\$2,000.00
550	Alterations and additions to dwelling \$200,001-\$300,000	Council	\$2,090.91	\$209.09	\$2,300.00
551	Alterations and additions to dwelling >\$300,001	Council	\$2,563.64	\$256.36	\$2,820.00
552	New dwelling <\$250,000	Council	\$2,618.18	\$261.82	\$2,880.00
553	New dwelling \$250,001-\$500,000	Council	\$3,336.36	\$333.64	\$3,670.00
554	New dwelling >\$500,000	Council	\$3,670.00	\$367.00	\$4,037.00
555	Multiple dwellings (2)	Council	\$5,254.55	\$525.45	\$5,780.00
556	Multiple dwellings (3)	Council	\$5,754.55	\$575.45	\$6,330.00
557	Multiple dwellings (4+)	Council	\$6,800.00	\$680.00	\$7,480.00
558	Amendment to building permit	Council	\$575.00	\$57.50	\$632.50
559	Extension of time to building permit	Council	\$365.00	\$36.50	\$401.50
560	Lapsed permit renewal (Class 1 or 10)	Council	\$575.00	\$57.50	\$632.50
561	Residential & outbuildings inspections (Additional)	Council	\$236.36	\$23.64	\$260.00
562	Issue Occupancy Permit (1 dwelling)	Council	\$1,050.00	\$105.00	\$1,155.00
563	Inspection, report and statement of compliance for subdivision (1 dwelling)	Council	\$1,050.00	\$105.00	\$1,155.00
564	Commercial and Industrial (Class 2-9)				
565	Internal alterations to apartment (Class 2)	Council	\$1,309.09	\$130.91	\$1,440.00
566	Shop fitout <\$100,000	Council	\$1,365.00	\$136.50	\$1,501.50
567	Shop fitout \$100,001-\$200,000	Council	\$1,630.00	\$163.00	\$1,793.00
568	Shop fitout >\$200,001	Council	\$1,880.00	\$188.00	\$2,068.00
569	Alterations/additions/new buildings up to \$40,001-\$100,000	Council	variable		variable
570	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.	Statutory	Fix stat.fee		Fix stat.fee
571	Building Commission Levy applying to all building permits based on value of works over \$10,000 in addition to building application fees.	Statutory	Levy		Levy
572	Commercial and industrial inspections (Additional)	Council	\$231.82	\$23.18	\$255.00
573	Amendment to building permit	Council	\$522.73	\$52.27	\$575.00
574	Extension of time to building permit	Council	\$522.73	\$52.27	\$575.00
575	Lapsed permit renewal (Class 2-9)	Council	\$945.45	\$94.55	\$1,040.00
576	Issue Occupancy Permit - Small building - Price on application (POA)	Council	\$1,050.00	\$105.00	\$1,155.00
577	Issue Occupancy Permit - Medium building (POA)	Council	\$3,150.00	\$315.00	\$3,465.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
578	Issue Occupancy Permit - Large building (POA)	Council	\$5,250.00	\$525.00	\$5,775.00
579	Inspection, report and statement of compliance for subdivision-Small building (POA)	Council	\$1,054.55	\$105.45	\$1,160.00
580	Inspection, report and statement of compliance for subdivision-Medium building (POA)	Council	\$3,154.55	\$315.45	\$3,470.00
581	Inspection, report and statement of compliance for subdivision-Large building (POA)	Council	\$5,254.55	\$525.45	\$5,780.00
582	Hoarding application	Council	\$136.36	\$13.64	\$150.00
583	Hoarding Permit (On street public protection) - private dwellings	Council	\$5.50m2/w k min \$420	\$0.00	\$5.50m2/w k min \$420
584	Hoarding Permit (On street public protection) - commercial property	Council	\$7.50m2/w k min \$570	\$0.00	\$7.50m2/w k min \$570
585	Hoarding Inspections x 2	Council	\$109.09	\$10.91	\$120.00
586	Hoarding Extension application	Council	\$109.09	\$10.91	\$120.00
587	Construction Zone application (Commercial or Multi Dwelling)	Council	\$145.45	\$14.55	\$160.00
588	Construction zone Inspection (Commercial or Multi Dwelling)	Council	\$118.18	\$11.82	\$130.00
589	Construction zone rate	Council	\$8.50m2		\$8.50m2
590	Administration Fee for extension of Hoarding Permit time	Council	\$210.00	\$0.00	\$210.00
591	permit fee No road closure	Council	\$227.27	\$22.73	\$250.00
592	permit fee Road closure	Council	\$363.64	\$36.36	\$400.00
593	Road Occupation permit application	Council	\$109.09	\$10.91	\$120.00
594	Permit to Occupy the Street (mobile crane/concrete pump - day pass) one variation to date included - private dwellings	Council	\$420.00	\$0.00	\$420.00
595	Permit to Occupy the Street (mobile crane/concrete pump - day pass) one variation to date included - commercial property	Council	\$530.00	\$0.00	\$530.00
596	Each additional variation to date for Application to Occupy the Street (mobile crane/concrete pump - day pass)	Council	\$210.00	\$0.00	\$210.00
597	Council Consent				
598	Land Liable to Flooding	Statutory	Fix stat.fee		Fix stat.fee
599	Building over an Easement	Statutory	Fix stat.fee		Fix stat.fee
600	Siting Dispensations	Statutory	Fix stat.fee		Fix stat.fee
601	Siting where 173 agreement applies	Council	POA		POA
602	Other Fees				
603	Search of records for: Residential unit / Apartment	Council	\$250.00	\$25.00	\$275.00
604	Search of records for: Commercial	Council	\$350.00	\$35.00	\$385.00
605	Search of records for: Private dwelling	Council	\$100.00	\$10.00	\$110.00
606	Search of records for: Occupancy Permit/Certificate of Final Inspection	Council	\$100.00	\$10.00	\$110.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
607	Essential Safety Measures (ESM) Maintenance Determination & Schedule - Small buildings (POA)	Council	\$581.82	\$58.18	\$640.00
608	ESMs Maintenance Determination & Schedule - Medium buildings (POA)	Council	\$1,818.18	\$181.82	\$2,000.00
609	ESMs Maintenance Determination & Schedule - Large buildings (POA)	Council	\$2,909.09	\$290.91	\$3,200.00
610	Swimming Pool/Spa Barriers Inspection & Letter of Compliance	Council	\$190.91	\$19.09	\$210.00
611	Additional inspection for Swimming Pool/Spa Barriers	Council	\$100.00	\$10.00	\$110.00
612	Adjoining Property Owner's Details (Protection works Notice)	Council	\$75.00	\$7.50	\$82.50
613	Building Certification of Illegal works acceptance	Council	\$1,818.18	\$181.82	\$2,000.00
614	Inspection of site outside business hours	Council	\$363.64	\$36.36	\$400.00
615	Inspection of site, pre and post permit issue	Council	\$136.36	\$13.64	\$150.00
616	Drawings of Residential and industrial buildings Copies of plans/Documentation				
617	Cancellation of building permit application (Class 1 & 10)	Council	\$210.00	\$21.00	\$231.00
618	Cancellation of building permit application (Class 2-9)	Council	\$525.00	\$52.50	\$577.50
619	Application for Siting for Prescribed Temporary Structures - 1 Structure	Council	\$470.00	\$47.00	\$517.00
620	Application for Siting for Prescribed Temporary Structures - 2-5 Structure	Council	\$736.36	\$73.64	\$810.00
621	Application for Siting for Prescribed Temporary Structures - 6-9 Structure	Council	\$1,163.64	\$116.36	\$1,280.00
622	Application for Siting for Prescribed Temporary Structures - 10+ Structure	Council	\$1,581.82	\$158.18	\$1,740.00
623	Additional Inspection /Inspection over weekend or Public Holidays for Siting for Prescribed Temporary Structures (per hour)	Council	\$259.09	\$25.91	\$285.00
624	Application for Occupancy Permit for Prescribed Temporary Structure - Place of Public Entertainment (POPE) (500-999)	Council	\$1,581.82	\$158.18	\$1,740.00
625	Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (1,000-4,999)	Council	\$2,609.09	\$260.91	\$2,870.00
626	Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (5,000-9,999)	Council	\$3,681.82	\$368.18	\$4,050.00
627	Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (>10,000)	Council	\$6,400.00	\$640.00	\$7,040.00
628	Additional structures over limit	Council	\$159.09	\$15.91	\$175.00
629	Additional Inspection / Inspection over weekend or Public Holidays for POPE (per hour)	Council	\$259.09	\$25.91	\$285.00
630	Copies of Reports/Specifications -per 1	Council	\$154.55	\$15.45	\$170.00
631	Property information requests (reg 327)	Statutory	Fix stat.fee		Fix stat.fee

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
632	Note: A 15% surcharge will apply on all building permits and inspection fees in the case of owner builder applications.	Statutory			
633	PLANNING SERVICES ENVIRONMENTAL HEALTH				
634	Food Act 35A(1)				
635	Food Premises up to & including 10 employees - Aged Care / Childcare	Council	\$610.00	\$0.00	\$610.00
636	Food Premises, Temporary Food Premises, Mobile Food Premises with 20 employees (pro rata)	Council	\$920.00	\$0.00	\$920.00
637	Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees	Council	\$610.00	\$0.00	\$610.00
638	Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees - Supermarket, Milk Bars, Convenience Store, Bars, Nuts, Groceries,	Council	\$470.00	\$0.00	\$470.00
639	Food Premises, Temporary Food Premises, Mobile Food Premises - Extra employees	Council	\$35.00	\$0.00	\$35.00
640	Food Premises - Non Profit, Social/Sporting Club / Schools, Temporary Food Premises, Mobile Food Premises up to & including 10 employees	Council	\$305.00	\$0.00	\$305.00
641	Food Premises, Temporary Food Premises, Mobile Food Premises - Non Profit	Council	\$235.00	\$0.00	\$235.00
642	Food Premises Pre-packaged Food Only - Warehouses, Greengrocers, Cold stores	Council	\$360.00	\$0.00	\$360.00
643	Vending Machines Class 2	Council	\$185.00	\$0.00	\$185.00
644	Vending Machines Class 3	Council	\$150.00	\$0.00	\$150.00
645	Transfer Food Act Premises - Food Premises, Temporary Food Premises, Mobile Food Premises - Class 1 and 2	Council	\$650.00	\$0.00	\$650.00
646	Transfer Food Act Premises - Food Premises, Temporary Food Premises, Mobile Food Premises - Class 3	Council	\$585.00	\$0.00	\$585.00
647	Food Premises Late Fee	Council	\$118.18	\$11.82	\$130.00
648	Food Premises Maximum Fee	Council	\$2,700.00	\$0.00	\$2,700.00
649	New Food Premises Application for Class 3 (Including MCC premises including Street trader)	Council	\$1,000.00	\$0.00	\$1,000.00
650	New Food Premises Application for Class ,1,2 (Including MCC premises including Street trader)	Council	\$1,250.00	\$0.00	\$1,250.00
651	Schools and Institutions non for profit -one off events, fetes etc.	Council	\$105.00	\$0.00	\$105.00
652	New Food Premises Pre Application Meeting	Council	FREE		FREE
653	New Food Premises Pre Application Additional Meeting	Council	\$155.00	\$0.00	\$155.00
654	Fast Track Front of Line Fee	Council	\$750.00	\$0.00	\$750.00
655	Additional or multiple Mobile Food Vehicles, Temporary Food Premises per unit for Class 2	Council	\$305.00	\$0.00	\$305.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
656	Additional or multiple Mobile Food Vehicles, Temporary Food Premises per unit for Class 3	Council	\$235.00	\$0.00	\$235.00
657	Public Health & Wellbeing ACT Sect 69 (1)				
658	Tattooists, Cosmetic Tattooists, Body Piercing, Colonic irrigation	Council	\$515.00	\$0.00	\$515.00
659	Beauty Therapy, Hairdressers (including ear piercing, waxing)	Council	\$395.00	\$0.00	\$395.00
660	Prescribed Accommodation	Statutory	Sect 67	\$0.00	Sect 67
661	Prescribed Accommodation Up to & including 5 Beds	Council	\$370.00	\$0.00	\$370.00
662	Prescribed Accommodation With more than 5 Beds - extra for each	Council	\$60.00	\$0.00	\$60.00
663	Up to the Prescribed Accommodation maximum fee	Council	\$990.00	\$0.00	\$990.00
664	Transfer Public Health Wellbeing (PHW) Act Premises	Council	50% Renewal		50% Renewal
665	PHW Act Premises - Late Fee	Council	\$118.18	\$11.82	\$130.00
666	Caravan Parks				
667	Caravan Parks (Long term/Short term Site) per caravan site	Council	\$13.00	\$0.00	\$13.00
668	Transfer Caravan Parks	Council	\$185.00	\$0.00	\$185.00
669	Professional Services				
670	Solicitors/Premises Enquiry Report / 5 business days	Council	\$472.73	\$47.27	\$520.00
671	Solicitors/Premises Enquiry Report / 10 business days	Council	\$327.27	\$32.73	\$360.00
672	Other professional services as requested (per hr)	Council	\$113.64	\$11.36	\$125.00
673	On-Site premises Suitability Inspection	Council	\$236.36	\$23.64	\$260.00
674	Plans Processing				
675	Plans processing (per square metre) Up to 50 m2	Council	\$370.00	\$0.00	\$370.00
676	51-100 m2	Council	\$425.00	\$0.00	\$425.00
677	101-150m2	Council	\$470.00	\$0.00	\$470.00
678	Over 151m2	Council	\$525.00	\$0.00	\$525.00
679	Alterations	Council	\$290.00	\$0.00	\$290.00
680	Product Sales				
681	Thermometer & Swabs	Council	\$72.73	\$7.27	\$80.00
682	Swabs	Council	\$9.09	\$0.91	\$10.00
683	Sharps Container (fee includes container and disposal)	Council	\$27.27	\$2.73	\$30.00
684	Food Act				
685	Temporary Food on-site inspection and assessment (Commercial)	Council	\$200.00	\$0.00	\$200.00
686	Change of Classification Assessment	Council	\$1,050.00	\$0.00	\$1,050.00
687	Duplicate Registration Certificate	Council	\$68.00	\$0.00	\$68.00
688	Duplicate Registration Certificate (Digital)	Council	\$65.00	\$0.00	\$65.00
689	ENVIRONMENTAL PROTECTION ACT 1970 SECTION 53				

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
690	New Installations Private Property	Council	\$310.00	\$0.00	\$310.00
691	Septic Tanks New Installations Community Groups	Council	\$155.00	\$0.00	\$155.00
692	Additional Services				
693	Solicitors/Premises enquiry follow up compliance inspection - 5 business days	Council	\$295.45	\$29.55	\$325.00
694	Solicitors/Premises enquiry follow up compliance inspection - 10 business days	Council	\$195.45	\$19.55	\$215.00
695	Solicitors/Premises enquiry duplicate report	Council	\$68.18	\$6.82	\$75.00
696	Administration fee	Council	\$136.36	\$13.64	\$150.00
697	Solicitors/Premises enquiry duplicate report (Digital)	Council	\$59.09	\$5.91	\$65.00
698	Food Premises Closure				
699	Food Premises Closure	Council	\$700.00	\$70.00	\$770.00
700	Food Premises Closure - Per additional day	Council	\$472.73	\$47.27	\$520.00
701	Food Premises Closure - Per additional hour	Council	\$113.64	\$11.36	\$125.00
702	Fast Track On - Site Inspection Fee	Council	\$290.91	\$29.09	\$320.00
703	PHW Act New Premises				
704	Tattooing / Beauty Therapy	Council	\$890.00	\$0.00	\$890.00
705	New and Transfer of Hairdressers	Council	\$630.00	\$0.00	\$630.00
706	Food Act				
707	Failed Food Sample Fee - one sample	Council	\$260.00	\$26.00	\$286.00
708	Failed Food Sample Fee - per additional sample	Council	\$125.00	\$12.50	\$137.50
709	Outside School Hours Care (OSHC) Commercial	Council	\$300.00	\$30.00	\$330.00
710	Outside School Hours Care (OSHC) Non Profit	Council	\$150.00	\$15.00	\$165.00
711	PLANNING SERVICES				
712	To remove a Restriction	Statutory	\$632.80	\$0.00	\$632.80
713	Planning scheme - 11 to 20 submissions, change to an amendment, referring to a panel	Statutory	\$29,478.00	\$0.00	\$29,478.00
714	Planning scheme - adopting and submitting the amendment for approval.	Statutory	\$469.60	\$0.00	\$469.60
715	Planning scheme - consideration by the Minister, to approve the amendment and giving notice of approval.	Statutory	\$469.60	\$0.00	\$469.60
716	Planning scheme - exceed 20 submissions, change to an amendment, referring to a panel	Statutory	\$39,405.20	\$0.00	\$39,405.20
717	Planning scheme - request to amend, no change or amendment.	Statutory	\$2,976.70	\$0.00	\$2,976.70
718	Planning Scheme - requesting the Minister to prepare an amendment under Section 20 (4)	Statutory	\$3,901.50	\$0.00	\$3,901.50
719	Planning Scheme - requesting the Minister to prepare an amendment under Section 20 (A)	Statutory	\$939.30	\$0.00	\$939.30
720	Planning scheme - up to 10 submissions, change to an amendment, referring to a panel	Statutory	\$14,753.50	\$0.00	\$14,753.50
721	TO DEVELOP LAND OR TO USE AND DEVELOP LAND FOR A SINGLE DWELLING				
722	Application Fees				

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
723	Class 1 - Use Permits	Statutory	\$1,286.00	\$0.00	\$1,286.00
724	Class 2 - <\$10,000	Statutory	\$195.10	\$0.00	\$195.10
725	Class 3 - \$10,001-\$100,000	Statutory	\$614.10	\$0.00	\$614.10
726	Class 4 - \$100,001-\$500,000	Statutory	\$1,257.10	\$0.00	\$1,257.10
727	Class 5 - \$500,001-\$1,000,000	Statutory	\$1,358.30	\$0.00	\$1,358.30
728	Class 6 - \$1,000,001-\$2,000,000	Statutory	\$1,459.40	\$0.00	\$1,459.40
729	Class 7 - VicSmart Application - <\$10,000	Statutory	\$195.10	\$0.00	\$195.10
730	Class 8 - VicSmart Application - >\$10,001	Statutory	\$419.00	\$0.00	\$419.00
731	Class 9 - VicSmart application - Subdivide or consolidate land	Statutory	\$195.10	\$0.00	\$195.10
732	To develop land (other than for a single dwelling per lot)				
733	Class 10 - Developments <\$100,000	Statutory	\$1,119.90	\$0.00	\$1,119.90
734	Class 11- Developments \$100,001-\$1,000,000	Statutory	\$1,510.00	\$0.00	\$1,510.00
735	Class 12 - Developments \$1,000,001 - \$5,000,000	Statutory	\$3,330.70	\$0.00	\$3,330.70
736	Class 13 - Developments \$5,000,001-\$15,000,000	Statutory	\$8,489.40	\$0.00	\$8,489.40
737	Class 14 - Developments \$15,000,001-\$50,000,000	Statutory	\$25,034.60	\$0.00	\$25,034.60
738	Class 15 - Developments >\$50,000,001	Statutory	\$56,268.30	\$0.00	\$56,268.30
739	Development Application Fee	Statutory	\$2,097.72	\$0.00	\$2,097.72
740	Subdivision				
741	Class 16 - To subdivide an existing building	Statutory	\$1,286.00	\$0.00	\$1,286.00
742	Class 17 - To subdivide land into two lots (other than VicSmart)	Statutory	\$1,286.00	\$0.00	\$1,286.00
743	Class 18 - Realignment of a common boundary or consolidate 2 or more lots	Statutory	\$1,286.00	\$0.00	\$1,286.00
744	Class 19 - To subdivide land (three or more lots)	Statutory	\$1,286.00	\$0.00	\$1,286.00
745	Class 20 - To vary or remove a restriction, easement or right of way	Statutory	\$1,286.00	\$0.00	\$1,286.00
746	Class 21 - Any other application for a permit not specified	Statutory	\$1,286.00	\$0.00	\$1,286.00
747	Other matters				
748	Amend or end a s173 agreement	Statutory	\$643.00	\$0.00	\$643.00
749	Determination on satisfaction of the Responsible Authority.	Statutory	\$317.90	\$0.00	\$317.90
750	Certificate of Compliance	Statutory	\$317.90	\$0.00	\$317.90
751	Amendments to applications made under Section 57A(3)(a) Planning & Environment Act 1987				
752	Amendments to a permit or class of permit.	Statutory	40% of the original application fee		40% of the original application fee
753	Amendments to permit Section 72 Planning & Environment Act 1987				
754	Application to amend use	Statutory	\$1,286.00	\$0.00	\$1,286.00
755	Application to amend permit or conditions	Statutory	\$1,286.00	\$0.00	\$1,286.00
756	Amendment to a Class 2 Permit	Statutory	\$195.10	\$0.00	\$195.10

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
757	Amendment to a Class 3 Permit	Statutory	\$614.10	\$0.00	\$614.10
758	Amendment to a Class 4 permit	Statutory	\$1,257.10	\$0.00	\$1,257.10
759	Amendment to a Class 5 or 6 Permit	Statutory	\$1,358.30	\$0.00	\$1,358.30
760	Amendment to a Class 7 permit	Statutory	\$195.10	\$0.00	\$195.10
761	Amendment to a Class 8 Permit	Statutory	\$419.00	\$0.00	\$419.00
762	Amendment to a Class 9 Permit	Statutory	\$195.10	\$0.00	\$195.10
763	Amendment to a Class 10 Permit	Statutory	\$1,119.90	\$0.00	\$1,119.90
764	Amendment to a Class 11 Permit	Statutory	\$1,510.00	\$0.00	\$1,510.00
765	Amendment to a Class 12,13,14 or 15 Permit	Statutory	\$3,330.70	\$0.00	\$3,330.70
766	Amendment to a Class 16 Permit	Statutory	\$1,286.00	\$0.00	\$1,286.00
767	Amendment to a Class 17 Permit	Statutory	\$1,286.00	\$0.00	\$1,286.00
768	Amendment to a Class 18 Permit	Statutory	\$1,286.00	\$0.00	\$1,286.00
769	Amendment to a Class 19 Permit	Statutory	\$1,286.00	\$0.00	\$1,286.00
770	Amendment to a Class 20 Permit	Statutory	\$1,286.00	\$0.00	\$1,286.00
771	Amendment to a Class 21 Permit	Statutory	\$1,286.00	\$0.00	\$1,286.00
772	Subdivide land, Subdivision Act 1988.				
773	Certify a plan of subdivision	Statutory	\$170.50	\$0.00	\$170.50
774	Alteration of a plan under section 10(2) of the Subdivision Act	Statutory	\$108.40	\$0.00	\$108.40
775	Amendment of a certified plan	Statutory	\$137.30	\$0.00	\$137.30
776	Extension of Time and secondary consent requests				
777	Extension of time for dwelling extensions	Council	\$250.00	\$0.00	\$250.00
778	Extension of time for developments of 1-4 dwellings	Council	\$385.00	\$0.00	\$385.00
779	Extension of time for developments of 5-9 dwellings	Council	\$500.00	\$0.00	\$500.00
780	Extension of time for 10 - 60 dwellings	Council	\$710.00	\$0.00	\$710.00
781	Extension of Time for more than 60 dwellings	Council	\$1,000.00	\$0.00	\$1,000.00
782	Extension of time for any use/commercial development less than \$1 million	Council	\$250.00	\$0.00	\$250.00
783	Extension of time for any commercial development greater than \$1 million	Council	\$500.00	\$0.00	\$500.00
784	Secondary Consent Application for dwelling extensions	Council	\$160.00	\$0.00	\$160.00
785	Secondary Consent Application resulting from enforcement	Council	\$317.00	\$0.00	\$317.00
786	Secondary Consent Applications 1-4 dwellings	Council	\$218.00	\$0.00	\$218.00
787	Secondary Consent Applications 5-9 dwellings	Council	\$318.00	\$0.00	\$318.00
788	Secondary Consent Applications for 10 - 60 dwellings	Council	\$526.00	\$0.00	\$526.00
789	Secondary Consent Applications for more than 60 dwellings	Council	\$1,000.00	\$0.00	\$1,000.00
790	Secondary Consent Applications for any use or commercial development less than \$1 million	Council	\$250.00	\$0.00	\$250.00
791	Secondary Consent Applications for any commercial development greater than \$1 million	Council	\$400.00	\$0.00	\$400.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
792	Administration Charges				
793	Retrospective additional application fee	Council	\$317.00	\$0.00	\$317.00
794	Advertising - up to 20 letters	Council	\$170.00	\$0.00	\$170.00
795	Advertising - each additional letter	Council	\$7.50	\$0.00	\$7.50
796	Advertising - each public notice	Council	\$45.00	\$0.00	\$45.00
797	Heritage Demolition Advice	Statutory	\$65.40	\$0.00	\$65.40
798	Building regulation consent and report	Statutory	\$262.10	\$0.00	\$262.10
799	Compliance with permit advice (information already available on TRIM)	Council	\$165.00	\$0.00	\$165.00
800	Compliance with permit advice for off-site file (on scan demand)	Council	\$330.00	\$0.00	\$330.00
801	Property Information	Council	\$165.00	\$0.00	\$165.00
802	Property Information for off-site file	Council	\$330.00	\$0.00	\$330.00
803	Copy of Endorsed Plan/Photocopies (hard copy)	Council	\$165.00	\$0.00	\$165.00
804	Copy of Endorsed Plan/Photocopies (electronically)	Council	\$52.00	\$0.00	\$52.00
805	Check on building envelope compliance	Council	\$170.00	\$0.00	\$170.00
806	Planning Register per month	Council	\$26.00	\$0.00	\$26.00
807	Planning Register per year	Council	\$207.00	\$0.00	\$207.00
808	Variation to Urban Design Guidelines	Council	\$365.00	\$0.00	\$365.00
809	Resubmission of Plans to Satisfy Condition 1	Council	\$155.00	\$0.00	\$155.00
810	Pre application meeting with written comments (priority system)	Council	\$272.73	\$27.27	\$300.00
811	Advertising - smart public notice (new Fee)	Council	\$30.00	\$0.00	\$30.00
812	INFRASTRUCTURE SERVICES ADDITIONAL WASTE SERVICES FEES/CHARGES				
813	Garbage Service				
814	Additional 120 Litre (LT) garbage bin (bin supply & collection service)	Council	\$200.00	\$0.00	\$200.00
815	Additional 240 LT garbage bin (bin supply & collection service)	Council	\$368.00	\$0.00	\$368.00
816	Additional 120 LT garbage bin (subsequent annual collection service)	Council	\$144.00	\$0.00	\$144.00
817	Additional 240 LT garbage bin (subsequent annual charge)	Council	\$331.00	\$0.00	\$331.00
818	Additional 660 LT garbage skip bin (bin supply & collection service)	Council	\$1,379.00	\$0.00	\$1,379.00
819	Additional 1100 LT garbage skip (bin supply & collection service)	Council	\$1,801.00	\$0.00	\$1,801.00
820	Additional garbage 660 LT skip bin (subsequent annual collection service)	Council	\$927.00	\$0.00	\$927.00
821	Additional 1100 LT garbage skip bin (subsequent annual collection service)	Council	\$1,226.00	\$0.00	\$1,226.00
822	Recycling Service				
823	Additional 120 LT recycling bin (bin supply & collection service)	Council	\$64.00	\$0.00	\$64.00
824	Additional 240 LT recycling bin (bin supply & collection service)	Council	\$69.00	\$0.00	\$69.00

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825	Additional 360 LT recycling bin (bin supply & collection service)	Council	\$79.00	\$0.00	\$79.00
826	Additional 660 LT recycling skip (bin supply and collection service)	Council	\$988.00	\$0.00	\$988.00
827	Additional 1100 LT recycling skip (bin supply and collection service)	Council	\$1,068.00	\$0.00	\$1,068.00
828	Additional 120/240 LT recycling bin (subsequent annual collection service)	Council	\$59.00	\$0.00	\$59.00
829	Additional 660 LT recycling skip (subsequent annual collection service)	Council	\$535.00	\$0.00	\$535.00
830	Additional 1100 LT recycling skip (subsequent annual collection service)	Council	\$535.00	\$0.00	\$535.00
831	Green Waste Service				
832	Annual 120 LT green waste collection service	Council	\$164.00	\$0.00	\$164.00
833	Annual 240 LT green waste collection service	Council	\$200.00	\$0.00	\$200.00
834	Additional 120 LT green bin (subsequent annual collection service)	Council	\$111.00	\$0.00	\$111.00
835	Additional 240 LT green bin (subsequent annual collection)	Council	\$124.00	\$0.00	\$124.00
836	At Call Hard & Green Waste Service				
837	Additional green waste collection service fee (Owner / Occupier per request)		\$69.00	\$0.00	\$69.00
838	INFRASTRUCTURE SERVICES ENGINEERING SERVICES				
839	Development Fee				
840	Plan Checking Subdivisions	Council	0.75%	0.00%	0.75%
841	Subdivision supervision	Council	2.50%	0.00%	2.50%
842	Plan checking work in Road Reserve	Council	0.83%	10.00%	0.83%
843	Supervision work in Road Reserve	Council	2.65%	10.00%	2.65%
844	Incomplete Works Bond - Administration Fee	Council	\$110.00	\$0.00	\$110.00
845	INFRASTRUCTURE SERVICES TREE SERVICES				
846	Tree Removal Amenity Value (per trunk diameter)				
847	6cm	Council	\$365.00	\$0.00	\$365.00
848	10cm	Council	\$1,000.00	\$0.00	\$1,000.00
849	15cm	Council	\$2,300.00	\$0.00	\$2,300.00
850	20cm	Council	\$4,000.00	\$0.00	\$4,000.00
851	25cm	Council	\$6,000.00	\$0.00	\$6,000.00
852	30cm	Council	\$8,700.00	\$0.00	\$8,700.00
853	35cm	Council	\$12,000.00	\$0.00	\$12,000.00
854	40cm	Council	\$15,500.00	\$0.00	\$15,500.00
855	45cm	Council	\$19,500.00	\$0.00	\$19,500.00
856	50cm	Council	\$24,500.00	\$0.00	\$24,500.00
857	55cm	Council	\$29,500.00	\$0.00	\$29,500.00
858	60cm	Council	\$35,000.00	\$0.00	\$35,000.00

Ref No.	Service	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
859	65cm	Council	\$41,000.00	\$0.00	\$41,000.00
860	70cm	Council	\$47,000.00	\$0.00	\$47,000.00
861	75cm	Council	\$54,000.00	\$0.00	\$54,000.00
862	80cm	Council	\$62,000.00	\$0.00	\$62,000.00
863	85cm	Council	\$69,000.00	\$0.00	\$69,000.00
864	90cm	Council	\$78,000.00	\$0.00	\$78,000.00
865	95cm	Council	\$87,000.00	\$0.00	\$87,000.00
866	100cm	Council	\$96,000.00	\$0.00	\$96,000.00
867	105cm	Council	\$105,000.00	\$0.00	\$105,000.00
868	110cm	Council	\$115,000.00	\$0.00	\$115,000.00
869	115cm	Council	\$125,000.00	\$0.00	\$125,000.00
870	120cm	Council	\$137,000.00	\$0.00	\$137,000.00
871	Removal and Re-plant Fee - Price On Application (OPA) Tree Removal (height)				
872	0-3mt	Council	\$180.00	\$0.00	\$180.00
873	3-8mt	Council	\$750.00	\$0.00	\$750.00
874	8-20mt+	Council	\$2,250.00	\$0.00	\$2,250.00
875	Stump Grind (per trunk diameter)				
876	0-30cm	Council	\$165.00	\$0.00	\$165.00
877	30cm-1mt	Council	\$375.00	\$0.00	\$375.00
878	1mt +	Council	\$520.00	\$0.00	\$520.00
879	Reinstalment small	Council	\$30.00	\$0.00	\$30.00
880	Reinstatement large	Council	\$80.00	\$0.00	\$80.00
881	New tree planting	Council	\$375.00	\$0.00	\$375.00

Ref No.	SERVICE	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$	
882	INFRASTRUCTURE SERVICES HARD SURFACE REINSTATEMENT RATES					
883	Hard Surface Reinstatement Rates - Surface					
884	Ordinary Road min 1sqm.	Council	\$150.00	\$15.00	\$165.00	Up to 25 sqm
885		Council	\$127.27	\$12.73	\$140.00	Over 25 sqm
886	Heavy Duty Road	Council	\$236.36	\$23.64	\$260.00	Up to 25 sqm
887		Council	\$227.27	\$22.73	\$250.00	Over 25 sqm
888	Concrete Footpath	Council	\$181.82	\$18.18	\$200.00	Up to 5 sqm

Ref No.	SERVICE	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$	
889		Council	\$181.82	\$18.18	\$200.00	5-25 sqm
890		Council	\$150.00	\$15.00	\$165.00	Over 25 sqm
891	Concrete Footpath (colour)	Council	\$204.55	\$20.45	\$225.00	Up to 5 sqm
892		Council	\$200.00	\$20.00	\$220.00	5-25 sqm
893		Council	POA	10%	POA	Over 25 sqm
894	Asphalt Footpath	Council	\$159.09	\$15.91	\$175.00	Up to 5 sqm
895		Council	\$131.82	\$13.18	\$145.00	5-25 sqm
896		Council	\$113.64	\$11.36	\$125.00	Over 25 sqm
897	Domestic Crossover	Council	\$250.00	\$25.00	\$275.00	Up to 25 sqm
898	Domestic Crossover (colour)	Council	\$286.36	\$28.64	\$315.00	Up to 25 sqm
899	Industrial Crossover	Council	\$272.73	\$27.27	\$300.00	Up to 25 sqm
900	Concrete Kerb/Channel	Council	\$281.82	\$28.18	\$310.00	Up to 5 linm
901		Council	\$272.73	\$27.27	\$300.00	5-20 linm
902	Concrete Kerb/Channel (colour)	Council	\$318.18	\$31.82	\$350.00	Up to 5 linm
903		Council	\$300.00	\$30.00	\$330.00	5-20 linm
904	Stone Kerb/Channel	Council	\$231.82	\$23.18	\$255.00	Up to 5 linm
905		Council	\$250.00	\$25.00	\$275.00	5-20 linm
906	Bluestone Laneway	Council	\$263.64	\$26.36	\$290.00	Up to 25 sqm
907		Council	\$231.82	\$23.18	\$255.00	Over 25 sqm
908	Natures Strip	Council	\$95.45	\$9.55	\$105.00	Up to 25 sqm
909	Reinstatement	Council	\$54.55	\$5.45	\$60.00	Over 25 sqm
910	Supervision fee - main renewals	Council	POA	10%	POA	per spm
911	Top soil & seeding	Council	\$81.82	\$8.18	\$90.00	per spm
912	Footpath pavers	Council	\$136.36	\$13.64	\$150.00	per spm
913	Repair stormwater Kerb adaptor (CL9)	Council	\$172.73	\$17.27	\$190.00	per unit
914	Pit lid	Council	\$536.36	\$53.64	\$590.00	per unit
915	Pit and frame	Council	\$809.09	\$80.91	\$890.00	per unit
916	A minimum of one linear or one square metre of reinstatement work must be applied to the prices quoted where defined in the Melways.					
917	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.					

Ref No.	SERVICE	Fee Set By	2019/2020 Price \$	GST	2019/2020 (Draft Budget) Total Price \$
918	INFRASTRUCTURE SERVICES				
	ASSET PROTECTION				
919	Asset protection				
920	Street protection fee	Council	\$320.00	\$0.00	\$320.00
921	Street protection bond (minimum)	Council	\$550.00	\$0.00	\$550.00
922	Drainage				
923	Legal point of drainage discharge	Statutory	\$64.10	\$0.00	\$64.10
924	Legal point of drainage discharge MUD	Council	\$290.00	\$0.00	\$290.00
925	Drainage Plan Approval	Council	\$215.00	\$0.00	\$215.00
926	Stormwater inspection	Council	\$330.00	\$0.00	\$330.00
927	Request for easement drainage details	Council	\$95.00	\$0.00	\$95.00
928	Permits		0		
929	Road opening permit	Council	\$160.00	\$0.00	\$160.00
930	Vehicular crossing permit	Council	\$320.00	\$0.00	\$320.00
931	Re-inspection fee	Council	\$70.00	\$0.00	\$70.00
932	Vehicular crossing - multiple	Council	\$575.00	\$0.00	\$575.00
933	Vehicular crossing - wide	Council	\$425.00	\$0.00	\$425.00
934	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				
935	Cemetery 'Service' *Fees cannot be changed until ratified by the Cemetery Trust Private Graves				

Appendix C 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 2019/2020 budget, which is included in this report, is for the year 1 July 2019 to 30 June 2020 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 2020 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 2019/2020 budget process is as follows:

Process	Timing
Councillors Planning Day	1 st & 2 nd December 2018
First Cut Budget For Officers For Review	21 st December 2018
First Councillor Briefing – Budget 2018/2019 (Overview)	12 February 2019
Second Councillor Briefing – Budget	5 March 2019
Third Councillor Briefing – Budget	12 March 2019
Fourth Councillor Briefing - Budget	2 April 2019
Councillor Strategic Briefing On Proposed Budget	23 April 2019
Council To Resolve On Proposed Budget And Call For Submissions (OCM)	30 April 2019
Facebook consultation – Council Plan & Budget	8 May 2019
S.223 Submissions Closed - (28 Clear Days)	29 May 2019
S.223 Hearing of submissions to Budget	4 June 2019
S.223 Meeting To Discuss & Consider Submissions To Budget	11 June 2019
Meeting Of Council To Adopt Budget And Council Plan	25 June 2019

Appendix D City Infrastructure Plans

City Infrastructure Plan for the year ended 30 June 2021

Ref	Project Name (2020-2021)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
CAP403	Property							
CAP404	Land							
CAP405	Land Remediation various Sites	600,000	100,000				500,000	-
CAP406	Quarry Parknew Park Landscape Upgrade works As Per Masterplan	1,750,000					1,750,000	-
CAP407	Land Acquisition Open Space	1,200,000				1,200,000		-
CAP408	Land Acquisition Open Space	600,000				600,000		-
CAP409	Total Land	4,150,000	100,000	-	-	1,800,000	2,250,000	-
CAP410	Buildings							
CAP411	Beaton Reserve Community Facilities Optimisation Year 1 Feasibility Year 2 Design Year 3 Construction	50,000						50,000
CAP412	Hansen Reserve Pavilion Year 1 (18/19)Feasibility And Concept Design Year 2 Detailed Design Year 3 & 4Construction	300,000						300,000
CAP413	Maribyrnong River Children's Centre Upgrades staff Kitchen And Toddler's Toilet;	50,000						50,000
CAP414	Pennell Reserve Pavilion Year 1 (18/19) Schematic Design	400,000						400,000

Ref	Project Name (2020-2021)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
	Year 2 Detailed Design Year 3 & 4 Construction							
CAP415	Community Facility Furniture Replacement Program (10 Years)	100,000						100,000
CAP416	Footscray Library Community And Cultural Hub (Next) Year 1 Feasibility / Business Case Year 2 Concept Design Year 3 Detailed Design Year 4 Construction Year 5 Construction	500,000					500,000	-
CAP417	Public Toilet Strategy (1 per annum)	350,000						350,000
CAP418	Maribyrnong Aquatic Centre Redevelopment Planning	200,000						200,000
CAP419	Indoor Stadium Strategy Planning	200,000						200,000
CAP420	RecWest	250,000						250,000
CAP421	Total Buildings	2,400,000	-	-	-	-	500,000	1,900,000
CAP422	Total Property	6,550,000	100,000	-	-	1,800,000	2,750,000	1,900,000
CAP423	Plant And Equipment							
CAP424	Computers And Telecommunications							
CAP425	PC Management/Replacement	470,000						470,000
CAP426	Total Computers And Telecommunications	470,000	-	-	-	-	-	470,000
CAP427	Plant, Machinery And Equipment							
CAP428	Parking Infrastructure / Sensors/Other Parking Technology	150,000						150,000
CAP429	Total Plant, Machinery And Equipment	150,000	-	-	-	-	-	150,000
CAP430	Total Plant And Equipment	620,000	-	-	-	-	-	620,000
CAP431	Infrastructure							
CAP432	Bridges							

Ref	Project Name (2020-2021)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
CAP433	Stony Creek Directions Plan Implementation Pedestrian Bridge At Cala Street	320,000						320,000
CAP434	Total Bridges	320,000	-	-	-	-	-	320,000
CAP435	Footpath And Cycleways							
CAP436	Fcaa Footscray Central Pedestrian Priority Treatments Design And Construct 4 X Raised Pedestrian Crossing Points	160,000						160,000
CAP437	Stony Creek Trail Construction waratah To Roberts Street	275,000						275,000
CAP438	Bicycle And Pedestrian Upgrades	1,000,000						1,000,000
CAP439	Bicycle Network Upgrade River Trails- Footscray Park	365,000						365,000
CAP440	Bicycle Trail Lighting (Heavenly Queen, Footscray Park, Chifley Drive, Edgewater Waterfront)	250,000						250,000
CAP441	Footpaths And Pram Crossings	250,000						250,000
CAP442	Ynac Pedestrian Priority Treatments	50,000						50,000
CAP443	Total Footpath And Cycleways	2,350,000	-	-	-	-	-	2,350,000
CAP444	Off street Carparks							
CAP445	Chifley Dve Shoulder Car Park	150,000						150,000
CAP446	Town Square Paisley St Car Park Footscrayf11Design And Construction	300,000						300,000
CAP447	Total off street Carparks	450,000	-	-	-	-	-	450,000
CAP448	Parks, Open Space And Streetscapes							
CAP449	Cruickshank Park landscape And Path Improvement	150,000						150,000
CAP450	Footscray Central Activity Area Irving Street Streetscape Improvements And Bus Interchange	250,000	125,000					125,000
CAP451	Footscray Central Activity Area Nicholson Street South Streetscape (Paisley Street To Irving Street)	137,000				45,000		92,000
CAP452	Footscray Central Activity Area Footscray Buckley Pedestrian Priority Treatments	100,000						100,000

Ref	Project Name (2020-2021)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
CAP453	Footscray Central Activity Area Footscray Central Pedestrian Priority Treatments	200,000						200,000
CAP454	Lions Park upgrade	75,000						75,000
CAP455	Maribyrnong Reserve Community Facilities Optimisation Year 1 Feasibility & Design Year 2 & 3 Construction	200,000						200,000
CAP456	McNish Reserve Landscape Setting	25,000						25,000
CAP457	Stony Creek Hyde Street Reserve landscape Upgrade	200,000	200,000					-
CAP458	Stony Creek directions Plan Implementation paths And Planting	125,000	125,000					-
CAP459	Early Years Facility Playground Upgrade Program (10 Years) 1. Maribyrnong River Children's Centre Shade And Phoenix Youth Hub Shade / Outdoor Improvements 2. Clare Court (Design Complete) 3. Maribyrnong Kindergarten 4. North Maidstone Kinder (Design Complete) 5. Angliss Children's Centre 6. Brenbeal Children's Centre 7. Kingsville Kinder 8. Maribyrnong Community Centre	250,000						250,000
CAP460	Westgate Tunnel Footscray Wharf And Promenade Project Maribyrnong River Edge implementation Of Footscray Wharf And Prom	5,000,000	2,000,000				3,000,000	-
CAP461	Gateway And Parks Signage 3 Gateway Signs And 9 Park Signs	60,000						60,000
CAP462	Southampton Street Park develop New Open Space	650,000				650,000		-
CAP463	Street Tree Planting & Urban Forest Strategies	750,000						750,000

Ref	Project Name (2020-2021)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
CAP464	Wfnacbarkly Village Improvements	450,000						450,000
CAP465	Total parks, Open Space And Streetscapes	8,622,000	2,450,000	-	-	695,000	3,000,000	2,477,000
CAP466	Recreational, Leisure And Community Facilities							
CAP467	Hansen Reserve, West Footscray implementation Of Masterplan, Playground, Bike Track, Basketball Court, Planting	370,000				20,000		350,000
CAP468	Indoor Stadium Site To Be Identified Year 1 (18/19) Strategy And Investigation Year 2 Concept Design Year 3 Schematic Design Year 4 & 5 Detailed Design Year 6 & 7 Construction	200,000						200,000
CAP469	Public Art Annual Program	120,000						120,000
CAP470	Total recreational, Leisure And Community Facilities	690,000	-	-	-	20,000	-	670,000
CAP471	Roads							
CAP472	Cowper Street Design, Includes Car Park	2,800,000	-				2,800,000	-
CAP473	Footscray Central Activity Area Joseph Road Public Realm Works	4,000,000		4,000,000	-			-
CAP474	Laneway Construction Program implementation	250,000					250,000	-
CAP475	Local Area Traffic Management (Latm)To Clear The Backlog	500,000						500,000
CAP476	Minor Works: Signs, Line Marking, Bike Parking	100,000						100,000
CAP477	Road Safety Implementation Of 40Km Signs	200,000						200,000
CAP478	Total Roads	7,850,000	-	4,000,000	-	-	3,050,000	800,000
CAP479	Other Infrastructure							
CAP480	Smart Cities & Suburbs Program Connect The Community To Council Assets	250,000						250,000

Ref	Project Name (2020-2021)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
CAP481	Total Other Infrastructure	250,000	-	-	-	-	-	250,000
CAP482	Total Infrastructure	20,532,000	2,450,000	4,000,000	-	715,000	6,050,000	7,317,000
CAP483	Total Capital Works And Asset Improvement 2020/21	27,702,000	2,550,000	4,000,000	-	2,515,000	8,800,000	9,837,000

City Infrastructure Plan for the year ended 30 June 2022

Ref	Project Name (2021-2022)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
CAP484	Property							
CAP485	Land							
CAP486	Land Remediation various Sites	500,000	100,000				400,000	-
CAP487	Quarry Park new Park Landscape Upgrade works As Per Masterplan	1,200,000				1,200,000	-	-
CAP488	Warde And Whitehall Street New Park	600,000				600,000		-
CAP489	Land Acquisition Open Space	3,000,000				3,000,000		-
CAP490	Total Land	5,300,000	100,000	-	-	4,800,000	400,000	-
CAP491	Buildings							
CAP492	Beaton Reserve Community Facilities Optimisation Year 1 Feasibility Year 2 Design Year 3 Construction	250,000						250,000

Ref	Project Name (2021-2022)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
CAP493	Hansen Reserve Pavilion Year 1 (18/19) Feasibility And Concept Design Year 2 Detailed Design Year 3 & 4 Construction	1,200,000						1,200,000
CAP494	Pennell Reserve Pavilion Year 1 (18/19) Schematic Design Year 2 Detailed Design Year 3 & 4 Construction	500,000						500,000
CAP495	Community Facility Furniture Replacement Program (10 Years)	100,000						100,000
CAP496	Public Toilet Strategy (1 per annum)	350,000						350,000
CAP497	Maribyrnong Aquatic Centre Redevelopment Planning	200,000					200,000	-
CAP498	Indoor Stadium Strategy Planning	200,000					200,000	-
CAP499	RecWest	350,000	100,000				250,000	-
CAP500	Footscray Park Bowling Club Year 1 Detailed Design Year 2 Construction	180,000						180,000
CAP501	Maidstone Community Centre Major Upgrade / Rebuild To Provide Additional Arts Focus Year 1 Feasibility Year 2 Design Year 3 Construction	50,000						50,000
CAP502	Yarraville Library Optimisation Feasibility	60,000						60,000
CAP503	Total Buildings	3,440,000	100,000	-	-	-	650,000	2,690,000
CAP504	Total Property	8,740,000	200,000	-	-	4,800,000	1,050,000	2,690,000
CAP505	Plant And Equipment							
CAP506	PC Management/Replacement	520,000						520,000

Ref	Project Name (2021-2022)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
CAP507	Total Computers And Telecommunications	520,000	-	-	-	-	-	520,000
CAP508	Total Plant And Equipment	520,000	-	-	-	-	-	520,000
CAP509	Footpath And Cycleways							
CAP510	Bicycle and pedestrian upgrades	1,000,000						1,000,000
CAP511	Bicycle trail lighting (Heavenly Queen, Footscray Park, Chifley Drive, Edgewater Waterfront)	250,000						250,000
CAP512	Footpaths and pram crossings	250,000						250,000
CAP513	YNAC Pedestrian Priority treatments	100,000						100,000
CAP514	Ashley St South Rd to Ballarat Rd construct bike route	100,000						100,000
CAP515	Total Footpath And Cycleways	1,700,000	-	-	-	-	-	1,700,000
CAP516	Off street Carparks							
CAP517	Mclvor Reserve Soccer Car Park	450,000		450,000				-
CAP518	Pennell Reserve Braybrook Car Park	300,000						300,000
CAP519	Total Off street Carparks	750,000	-	450,000	-	-	-	300,000
CAP520	Parks, Open Space And Streetscapes							
CAP521	Cruickshank Park landscape And Path Improvement	150,000						150,000
CAP522	Footscray Central Activity Area Irving Street Streetscape Improvements And Bus Interchange	900,000	450,000					450,000
CAP523	Footscray Central Activity Area Nicholson Street South Streetscape (Paisley Street To Irving Street)	456,000				200,000		256,000
CAP524	Footscray Central Activity Area Footscray Buckley Pedestrian Priority Treatments	150,000						150,000
CAP525	Footscray Central Activity Area Footscray Central Pedestrian Priority Treatments	200,000						200,000
CAP526	Mcnish Reserve Landscape Setting	150,000						150,000
CAP527	Early Years Facility Playground Upgrade Program (10 Years)	50,000						50,000

Ref	Project Name (2021-2022)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
	1. Maribyrnong River Children's Centre Shade And Phoenix Youth Hub Shade / Outdoor Improvements 2. Clare Court (Design Complete) 3. Maribyrnong Kindergarten 4. North Maidstone Kinder (Design Complete) 5. Angliss Children's Centre 6. Brenbeal Children's Centre 7. Kingsville Kinder 8. Maribyrnong Community Centre							
CAP528	Westgate Tunnel Footscray Wharf And Promenade Project Maribyrnong River Edge implementation Of Footscray Wharf And Prom	1,000,000	-				1,000,000	-
CAP529	Gateway And Parks Signage 3 Gateway Signs And 9 Park Signs	60,000						60,000
CAP530	Street Tree Planting & Urban Forest Strategies	750,000						750,000
CAP531	Barrett Reserve west Footscray	50,000						50,000
CAP532	Beevers Reserve, Kingsville landscape Works	50,000						50,000
CAP533	Footscray Central Activity Area Barkly Street Streetscape stage 1 Early Works	100,000						100,000
CAP534	Footscray Central Activity Area Bunbury Street Walk And Footpath Improvements streetscape	60,000						60,000
CAP535	Mappin Reserve, Seddon Playground Upgrade	100,000						100,000
CAP536	Mclvor Reserve landscape Upgrade	200,000				200,000		-
CAP537	West Footscray Neighbourhood Activity Centre urban Space At Barkly Street Clarke Street	150,000						150,000
CAP538	Stony Creek directions Plan Implementation paths And Planting	600,000	200,000					400,000

Ref	Project Name (2021-2022)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
CAP539	Total Parks, Open Space And Streetscapes	5,176,000	650,000	-	-	400,000	1,000,000	3,126,000
CAP540	Recreational, Leisure And Community Facilities							
CAP541	Indoor Stadium Site To Be Identified Year 1 (18/19) Strategy And Investigation Year 2 Concept Design Year 3 Schematic Design Year 4 & 5 Detailed Design Year 6 & 7 Construction	200,000						200,000
CAP542	Public Art Annual Program	120,000						120,000
CAP543	Hansen Reserve, West Footscray implementation Of Masterplan, Playground, Bike Track, Basketball Court, Planting	370,000				20,000		350,000
CAP544	Norfolk Street Child Care And Kindergarten Site Optimisation Stage 1 Feasibility Stage 2 Design Stage 3 Construct	50,000						50,000
CAP545	Public Art Contribution (1%) To Major Projects 19/20 Flp Hyde St 21/22 Maribyrnong Reserve 22/23 Maidstone Cc, Next 23/24 Mac 24/25 Saltwater 26/27 Footscray Active Rec, Footscray Early Years,	60,000						60,000

Ref	Project Name (2021-2022)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
	27/28 Dsm Hub, Maribyrnong Library, Bradmill Early Years, Dsm Early Years							
CAP546	Total Recreational, Leisure And Community Facilities	800,000	-	-	-	20,000	-	780,000
CAP547	Roads							
CAP548	Footscray Central Activity Area Joseph Road Public Realm Works	5,000,000		5,000,000	-			-
CAP549	Laneway Construction Program implementation	250,000					250,000	-
CAP550	Local Area Traffic Management (Latm) To Clear The Backlog	500,000						500,000
CAP551	Minor Works: Signs, Line Marking, Bike Parking	100,000						100,000
CAP552	Road Safety implementation Of 40Km Signs	200,000						200,000
CAP553	Plan And Construct Shared Path From Aquatic Drive Through Pipemakers Park To The Maribyrnong River Path	50,000						50,000
CAP554	Total Roads	6,100,000	-	5,000,000	-	-	250,000	850,000
CAP555	Other Infrastructure							
CAP556	Smart Cities & Suburbs Program connect The Community To Council Assets	250,000						250,000
CAP557	Total Other Infrastructure	250,000	-	-	-	-	-	250,000
CAP558	Total Infrastructure	14,776,000	650,000	5,450,000	-	420,000	1,250,000	7,006,000
CAP559	Total Capital Works And Asset Improvement 2021/22	24,036,000	850,000	5,450,000	-	5,220,000	2,300,000	10,216,000

City Infrastructure Plan for the year ended 30 June 2023

Ref	Project Name (2022-2023)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
CAP560	Property							
CAP561	Land							
CAP562	Land Remediation - Various Sites	500,000					500,000	-
CAP563	Total LAND	500,000	-	-	-	-	500,000	-
CAP564	Buildings							
CAP565	Hansen Reserve Pavilion							
	Year 1 (18/19) - Feasibility and Concept Design							
	Year 2 - Detailed Design							
	Year 3 & 4 - Construction	1,200,000						1,200,000
CAP566	Pennell Reserve Pavilion							
	Year 1 (18/19) - Schematic Design							
	Year 2 - Detailed Design							
	Year 3 & 4 - Construction	500,000						500,000
CAP567	Public Toilet Strategy (1 per annum)	350,000						350,000
CAP568	Footscray Park Bowling Club							
	Year 1 - Detailed Design							
	Year 2 - Construction	500,000	500,000					-
CAP569	Maidstone Community Centre							
	Major upgrade / rebuild to provide additional arts focus							
	Year 1 - Feasibility							
	Year 2 - Design							
CAP570	Year 3 - Construction	250,000						250,000
	Brenbeal Early Years Facility							
CAP570	Optimisation to include expanded service provision							
	Year 1 - Feasibility	100,000						100,000

Ref	Project Name (2022-2023)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
	Year 2 - Design Year 3 - Construction							
CAP571	Saltwater Child Care Centre Optimisation in view of new hospital site Stage 1 - Feasibility Stage 2 - Design Stage 3 - Construct	200,000						200,000
CAP572	Total Buildings	3,100,000	500,000	-	-	-	-	2,600,000
CAP573	Total Property	3,600,000	500,000	-	-	-	500,000	2,600,000
CAP574	Plant And Equipment							
CAP575	Computers And Telecommunications							
CAP576	PC Management/Replacement	910,000						910,000
CAP577	Total Computers And Telecommunications	910,000	-	-	-	-	-	910,000
CAP578	Total Plant And Equipment	910,000	-	-	-	-	-	910,000
CAP579	Infrastructure							
CAP580	Footpath And Cycleways							
CAP581	Bicycle and pedestrian upgrades	1,000,000						1,000,000
CAP582	Bicycle trail lighting (Heavenly Queen, Footscray Park, Chifley Drive, Edgewater Waterfront)	150,000						150,000
CAP583	YNAC - Pedestrian Priority treatments	350,000						350,000
CAP584	Bicycle network upgrade river trails - Burndap Lake Frontage & Others	425,000						425,000
CAP585	Total - Footpath And Cycleways	1,925,000	-	-	-	-	-	1,925,000
CAP586	Parks, Open Space And Streetscapes							
CAP587	Cruickshank Park - landscape and path improvement	150,000						150,000
CAP588	Footscray Central Activity Area - Nicholson Street South Streetscape (Paisley Street to Irving Street)	455,000						455,000

Ref	Project Name (2022-2023)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
CAP589	Footscray Central Activity Area - Footscray Buckley Pedestrian Priority treatments	150,000						150,000
CAP590	Early Years Facility Playground Upgrade Program (10 Years) 1. Maribyrnong River Children's Centre Shade \$35k and Phoenix Youth Hub Shade / outdoor improvements \$55k 2. Clare Court \$250k (design complete) 3. Maribyrnong Kindergarten \$50k 4. North Maidstone Kinder \$200k (design complete) 5. Angliss Children's Centre \$100k 6. Brenbeal Children's Centre \$250k 7. Kingsville Kinder \$100k 8. Maribyrnong Community Centre \$150k	200,000						200,000
CAP591	Street Tree Planting & Urban Forest Strategies	750,000						750,000
CAP592	Yarraville Gardens Masterplan	200,000						200,000
CAP593	Play Upgrades	100,000						100,000
CAP594	Yarraville Oval Skate Park	350,000						350,000
CAP595	Total - Parks, Open Space And Streetscapes	2,355,000	-	-	-	-	-	2,355,000
CAP596	Recreational, Leisure And Community Facilities							
CAP597	Public Art Annual Program	120,000						120,000
CAP598	Norfolk Street Child Care and Kindergarten Site optimisation Stage 1 - Feasibility Stage 2 - Design Stage 3 - Construct	250,000						250,000
CAP599	Public Art Contribution (1%) to Major Projects (\$5m+)	200,000						200,000

Ref	Project Name (2022-2023)	Project Cost	Funding Sources					
			Grants \$	Contributions \$	Borrowings \$	Open Space Reserve \$	Major Projects & Other Reserves \$	Council Cash \$
	19/20 - FLP Hyde St \$60k 21/22 - Maribyrnong Reserve \$60k 22/23 - Maidstone CC \$50k, NeXT \$150k 23/24 - MAC \$100k 24/25 - Saltwater \$50k 26/27 - Footscray Active Rec \$100k, Footscray Early Years \$70k, 27/28 - DSM Hub \$100k, Maribyrnong Library \$100k, Bradmill Early Years \$70k, DSM Early Years \$70k							
CAP600	Total - Recreational, Leisure And Community Facilities	570,000	-	-	-	-	-	570,000
CAP601	Roads							
CAP602	Footscray Central Activity Area - Joseph Road public Realm works	5,000,000		5,000,000	-			-
CAP603	Laneway Construction Program - Implementation	150,000						150,000
CAP604	Local Area Traffic Management (LATM) - to clear the backlog	500,000						500,000
CAP605	Minor works: signs, line marking, bike parking	100,000						100,000
CAP606	Road safety - Implementation of 40KM Signs	200,000						200,000
CAP607	Total Roads	5,950,000	-	5,000,000	-	-	-	950,000
CAP608	Other Infrastructure							
CAP609	Energy efficient upgrades - public lighting relamping	200,000						200,000
CAP610	Total Other Infrastructure	200,000	-	-	-	-	-	200,000
CAP611	Total Infrastructure	11,000,000	-	5,000,000	-	-	-	6,000,000
CAP612	Total Capital Works And Asset Improvement 2022/23	15,510,000	500,000	5,000,000	-	-	500,000	9,510,000