



ANNUAL REPORT
2019/20



ENGLISH

This is Maribyrnong City Council's Annual Report. If you would like to know more about the information in this report, please call the Telephone Interpreter Service on 131 450 and ask them to call 9688 0200.

ARABIC

هذا هو التقرير السنوي لمجلس مدينة ماريبيرونغ (Maribyrnong). إذا كنتم ترغبون في معرفة المزيد عن المعلومات الواردة في هذا التقرير، يُرجى الاتصال بخدمة الترجمة الهاتفية على الرقم 131 450 وأطلبوا منهم الاتصال على الرقم 9688 0200.

MANDARIN

这是 Maribyrnong 市政府的年度报告。假如您想了解该报告的详情，请拨打电话翻译服务 131 450 并请他们转接 9688 0200。

AMHARIC

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BURMESE

Maribyrnong မြို့တော် ကောင်စီ နှစ်ပတ်လည် အစီရင်ခံစာ ဖြစ်ပါသည်။ ဤအစီရင်ခံစာပါ အချက်အလက်များနှင့် ပတ်သက်၍ သင့် ပိုမိုသိရှိလိုပါက ကျေးဇူးပြု၍ တယ်လီဖုန်း စကားပြန် ဝန်ဆောင်မှုကို ဖုန်းနံပါတ် 131 450 ဖြင့်ခေါ်ပြီး သူတို့အား ဖုန်းနံပါတ် 9688 0200 ကိုခေါ်ပေးရန် တောင်းဆိုပါ။

CANTONESE

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CHINHAKA

Mah hi cu Maribyrnong City Council i Kumtin Ripawt a si. Mah ripawt kong he pehtlaiin tamdeuh theih na duh ahcun zaangfahnakin Telephone in Holhlehnak (Telephone Interpreter Service) kha 131 450 ah chawn law 9688 0200 ah chonh ka duh tiah chim hna.

PERSIAN

این گزارش سالانه (سالنامه) شورای شهر مری بیرننگ است. اگر آگاهی بیشتری پیرامون اطلاعات مندرج در این گزارش می خواهید، لطفاً به خدمات ترجمه تلفنی شماره 131 450 زنگ بزنید و از آن ها بخواهید شماره 9688 0200 را بگیرند.

VIETNAMESE

Đây là Báo cáo Thường niên (Annual Report) của Hội đồng Thành phố Maribyrnong. Nếu muốn biết thêm về thông tin trong báo cáo này, xin quý vị gọi cho Dịch vụ Thông dịch qua Điện thoại số 131 450 và yêu cầu họ gọi số 9688 0200.



Resilience

The prized Maribyrnong River is the boundary and namesake of the City of Maribyrnong. Today it is a valued waterway and there are many projects underway in the city to further improve and enjoy the river. This follows a period in the second half of the 19th century when the area was a powerhouse for Melbourne's industrial wealth and the river was part of an industrial corridor. A decline in the old industry followed from the 1960s onwards and many of the industrial areas along the river were rezoned residential, with residents delighting in the waterside location and views. The quality of the water improved over time, it is now home to healthier fish and the occasional dolphin.

The Maribyrnong River is a symbol of resilience, particularly at a time when the ability to adapt is needed as we face the challenges resulting from COVID-19. The introduction of government restrictions to manage the spread of COVID-19 allowed for essential exercise. The shared paths along the river have been a favorite destination for walkers and cyclists. The recently rebuilt Henderson House Landing located on the banks of the Maribyrnong and the pontoon under construction near Footscray Park are allowing locals to get closer to the water while out and about. Council also attracted two river events in 2020 showing the growing attraction of the river to those across Victoria and Australia.

The Maribyrnong River is the theme of this year's report, a place that our community values, celebrates and enjoys. We continue to invest in the health of the waterway and improve infrastructure by the river, respecting its historical role and planning for a vibrant future ahead.

How to read this report

This report is structured around the strategic priorities from the Council Plan 2017-21, which incorporates the Municipal Public Health and Wellbeing Plan (page 28):

1. strong leadership
2. healthy and inclusive communities
3. quality spaces and places
4. growth and prosperity
5. mobile and connected city
6. clean and green

To provide a complete picture of Council's performance and service delivery, these operational chapters include:

- goals and outcomes from Council's Priority Action Plan 2019/20
- progress statements on major initiatives from the 2019/20 Budget
- indicators for the Municipal Public Health and Wellbeing Plan achievements against 13 identified priorities
- information on Council services and community satisfaction with those services
- service quality indicators from the Local Government Performance Reporting Framework (LGPRF)
- major activities planned for 2019/20

Note: Council reports on 58 indicators and measures and a governance and management checklist (page 101) with the aim of transparency on operational and administrative issues in the governance space. LGPRF indicators are identified (shaded) in performance tables throughout the report with comments provided for indicators outside of 10% variance on last year's results.

Misty morning at Burndap Park

Photo by Monique Whear

Maribyrnong City Council's Annual Report 2019/20 details performance against the Council Plan 2017-21 and the 2019/20 Budget. Spanning the period from 1 July 2019 to 30 June 2020, this report provides an honest assessment of the challenges Council faces in a rapidly growing municipality and celebrates its achievements in delivering high-quality community services and infrastructure. Such reporting provides the Maribyrnong community and other important stakeholders with the assurance that Council spends ratepayer funds responsibly and makes good decisions for the benefit of residents, business owners and visitors. This Annual Report fulfils Council's responsibilities under the Local Government Act 1989 and other relevant legislation and complies with the Local Government Performance Reporting Framework.

Council is proud to represent a municipality with such an important Indigenous history and active community. Council acknowledges the traditional owners of this land, the Kulin nation, and appreciates the rich culture and contributions Indigenous Australians have made and continue to make to this City.



678 | 1,367

PLANNING APPLICATIONS
RECEIVED

NEW BUSINESSES REGISTERED



4,834.50



SQUARE METRES PEDESTRIAN AND BIKE PATHS INSTALLED

This year's
***highlights**

300K

VISITS TO
COMMUNITY CENTRES

^1500

TREES PLANTED

36K

SQUARE METRES OF
SEALED LOCAL ROADS
RECONSTRUCTED

365K

VISITORS TO LIBRARIES



^200K

PEOPLE ATTENDED FESTIVAL CITY EVENTS

The year in review

A message from the Mayor and CEO

The challenges for 2019/20 resulting from the COVID-19 global pandemic placed Council in a situation that none of us expected to be in, but we're proud to say that we provided much needed support to the community during the pandemic, whilst also progressing projects that are essential for Council to provide for our growing community.

Government restrictions were introduced in March 2020 to limit the spread of COVID-19 through isolation and social distancing. The pandemic impacted trading for local businesses and prevented many in the community from working. Council swiftly reviewed and adjusted the Annual Budget 2019/20 in April to deliver a comprehensive package that provided up to \$6.5 million (\$4 million is the 2019/20 financial year) in support across a range of programs and initiatives, to provide relief to residents and businesses experiencing difficulty. The ways in which Council pivoted service delivery and provided for those in need are listed on page 186 and throughout this report.

Council developed a COVID-19 Financial Hardship Policy along with a community support package which included payment deferrals for two quarterly rate payments (May and September). Commercial tenants of Council owned properties affected by COVID-19 had the opportunity to defer payments and received a 50 per cent discount on rent up until June 2020. The packages also included the refund and cancellation of a number of fees and charges. This financial agility was made possible by the work previously undertaken to provide a fiscally responsible budget and a solid Long Term Financial Strategy (LTFS). The financial strategy provided oversight and enabled the reduction in rates, fees and charges, knowing they could be absorbed without major impact.

Each year Council delivers an Annual Budget that invests in a vision for a vibrant, progressive and sustainable future as outlined in the Council Plan 2017-21, while managing the usual challenges of maintaining aging infrastructure, planning for rapid population growth and maintaining excellence in program and service delivery.

Council's overall budget of \$158 million, allocated \$61.212 million for capital and improvement works. These works included improving more than 36,000 kilometres of Council owned roads across the City, installing green street lights, improving footpaths and cycle ways, undertaking tree planting and delivering the \$2.8 million Scovell Reserve Pavillion. The Federal Government's financial assistance grants contributed \$650,000 to these projects directed towards road projects and just over \$2.2 million was allocated to Council's overall budget for major infrastructure initiatives such as the Scovell Reserve Pavillion.

The actions in the Council Plan for 2019/20 invest in improving Council's assets and the City's liveability. We took stock of our existing assets and infrastructure to understand future costs, maintenance and renewal programs. This approach was underpinned by projects such as the 10 Year Asset Management Plan, Local Area Traffic Management Studies, the review of Council's open space strategy, investigating options for the Footscray Early Learning Hub as part of the Footscray Learning Precinct and the continued development of the Community Infrastructure Plan 2041.

We've seen the success of investing in solid planning and savings towards the delivery of major projects over a few years, such as the construction of the \$6.2 million Church Street Children's Centre in 2019. We also aim to take this approach with future projects such as NeXT, which is expected to be a library, community and cultural hub for the West that provides for our growing and diverse community, and the redevelopment of the Town Hall Offices and Community space. Consultation was undertaken to progress projects such as the proposed closure of Harris Street between Hyde Street and Cowper Street, this will allow a new cycling and pedestrian bridge to be built over Whitehall Street as part of the West Gate Tunnel Project. The new bridge, which will link Yarraville Gardens and the Maribyrnong River, combined with an upgrade to cycling facilities along Hyde Street from Somerville Road, will improve cyclist safety.

Council formalised its commitment to bicycle improvements across the City with the adoption of a 10-year Bicycle Strategy. This strategy aims to improve the cycling network to encourage local trips to schools, shops and places on roads that Council controls. As part of this commitment Council delivered the City's first dedicated bicycle lane in Eldridge Street, a separated lane for cyclists to ensure they have clear passage and are protected from the opening of doors of parked cars and other obstructions. Council also installed six bicycle repair stations at locations across the City to improve the cycling experience for residents. Cyclists have flocked to our City to enjoy the Quarry Park Mountain Bike trail which was completed in late 2019. The \$375,000 Hansen Reserve Junior Bike Skills Track which was completed with an \$182,000 Pick My Project grant from the State Government, is also expected to attract visitors to our City.

These projects enhance the liveability of our City along with the projects we've delivered along the Maribyrnong River such as the rebuilding of the Henderson House Landing in Footscray, works to install a second pontoon on the river near the wonderful play space at Footscray Park. Council has also undertaken substantial consultation and planning to commence the Footscray Wharf and Promenade Project. The wharf project includes a major revitalisation of the Footscray waterfront, better connecting community to the river and activating this important public space. This \$12 million project has received \$6 million in funding from the State Government. Council launched the inaugural Maribyrnong River 'Many Hands Project' at the start of 2020 to invite more people to enjoy the ambiance of the river. This event was tied to the independently delivered Inflatable Regatta 2020 Maribyrnong, which attracted close to 2000 people to Henderson House Landing.

This year we also set the ground work on several important environmental projects that both improve our residents' liveability and will contribute to global efforts to reduce climate change. These projects included undertaking a deliberative consultation process to develop a Draft Climate Emergency Strategy and the delivery of a Food Organics Garden Organics (FOGO) project to divert food waste from landfill – delivered with State Government support. Council also undertook significant works to improve access to the Stony Creek corridor with the completion of the Cala Street bridge.

Council continues to build partnerships to support the delivery of key projects and is part of the North and West Melbourne City Deal Plan, advocating with more than 10 Councils, to the State and Federal Governments and other partners to create 300,000 new jobs through the investment in new infrastructure such as Footscray Library, Community and Cultural Hub – NeXT, Northern Maribyrnong and Defence Site Maribyrnong, West Footscray Community Facilities Plan – RecWest Redevelopment and the Whitten Oval Redevelopment.

With all challenges come opportunities for growth and change. As an organisation, Council continues to take feedback from the community to deliver the best in services and programs, now and into the future.



Cr Sarah Carter
Mayor



Stephen Wall
Chief Executive Officer



Key achievements

Church Street Children's Centre

The \$6.2 million build of Church Street Children's Centre, which we planned for as part of Council's Long Term Financial Plan was completed and opened in early 2020. The State government contributed \$650,000 towards the construction costs of the project. The Centre has 98 places and will deliver long-day care and kindergarten programs. It will alleviate some of the demand for early years services in the City, providing contemporary and innovative educational play spaces for children aged up to six years. Solar tree structures are in the play space and the design features provide an opportunity to promote environmental education to the children attending the centre.

Scovell Reserve Pavilion upgrade

The \$2.8 million Scovell Reserve Pavilion redevelopment project is now complete following the demolition of the existing, no longer fit for purpose pavilions on the site. Construction of the new pavilion was completed in February 2020 and will support the growing memberships of Footscray United Cricket Club and Maidstone United Soccer Club. It features four change rooms with unisex amenities, a commercial kitchen, and a large multi-purpose room for club and community activities. The new pavilion has been complimented by fresh landscaping and an extension of the existing pedestrian footpath which adds to the community's enjoyment of Scovell Reserve. The Scovell Reserve Pavilion Upgrade was funded in partnership with the State Government.

Creating more recreational spaces

A \$1.03 million grant from the State Government was received by Council to develop a pocket park in Birmingham Street, Yarraville (between Avoca Street and Somerville Road). The park is expected to incorporate pedestrian and cyclist movements within the recreational space. Development of the park supports Council's Open Space Strategy. Community consultation will take place next financial year to develop a draft plan for the space. The \$375,000 Hansen Reserve Junior Bike Skills Track was completed with an \$182,000 Pick My Project grant from the State Government. Local cycling group BikeWest applied for the funding and worked with Council on the design which aims to allow junior riders to develop their riding skills. The Quarry Park Mountain Bike Trail opened in

October 2019 and gives mountain biking enthusiasts of various ages and ability the opportunity to test their skills. The State Government contributed \$100,000 towards the initiative through Sport and Recreation Victoria with Council funding an additional \$440,000 to the project.

Maribyrnong Open Space Strategy

Council developed the Maribyrnong Open Space Strategy 2013-2031 to address gaps in the City's open space network, acknowledging that the City of Maribyrnong has the lowest percentage of open space relative to population compared to adjoining Councils. A five-year review of the strategy highlighted the work Council has done to increase open space and improve the liveability of the City. This includes creating three small open spaces in Footscray in the Joseph Road precinct and purchasing 1.4 hectares of open space from Medway Golf Club to link the Maribyrnong River trail between Maidstone and Braybrook. Construction is underway in Hampstead Road, Maidstone to develop an inviting open space that covers 5,658 square metres and the former bus depot site in Seddon, 1,709sqm of land, was purchased for a future park.

Feasibility study for NeXT Project

Council is committed to fostering inclusive, creative and innovative spaces for the Maribyrnong community. The Footscray Library, Cultural and Community Hub (NeXT) will aim to provide the growing municipality with a future focused, innovative and creative learning centre. Following the endorsement of the NeXT Feasibility Report and Business Case on 22 October 2019, Council commenced community engagement with stakeholders and the community. There were 36 participants across three workshops and 1,219 completed surveys as part of consultations. Council resolved in June on a preferred concept design and to advocate to the State and Federal governments to support the project with 50 per cent financial contribution for the detailed design of NeXT. Council expects to match the government contribution.

Environmental award

Council was presented with the Protection of Environment Award at the Keep Victoria Beautiful Sustainable Cities 2019 Awards for conservation work along the Braybrook section of the Maribyrnong River. The Braybrook river bank, known as a riparian habitat for plants and animals, was infested with noxious weeds

such as Chilean Needle Grass and Serrated Tussock, preventing the growth of native fauna that encouraged wildlife to live in the area. In order to increase habitat and biodiversity of native flora and fauna, weeds along the riparian zone were removed by Council. The community embraced the rehabilitation of the site by planting more than 2,000 native plants at National Tree Day events. This year a new record was set with the community planting 1,000 plants in under an hour, transforming the site.

Significant Tree Register

Consultation commenced on Council's proposal to formalise protections for significant trees in the City. The call for feedback builds on work undertaken by Council in 2019 and 2018 when trees on private properties were nominated to be included on a Significant Trees Register. These trees were reviewed by an independent arborist and a planning scheme amendment known as Amendment C163 was required to protect those trees on the register. It would mean those with registered significant trees on their property or a neighbouring property would need a permit from Council to prune or remove a tree or construct a building within its Tree Protection Zone (this zone relates to the canopy and root area of a tree). There were 180 trees nominated for the Significant Tree Register with around 80 considered suitable for the register. The criteria used to determine a significant tree is based on the National Trust Significant Tree criteria.

The vision for Stony Creek

The Stony Creek Future Directions Plan 2020 was developed to improve accessibility along the creek and to highlight the natural and cultural heritage of the site. Stony Creek, a vital waterway, flows from the west through Braybrook, Tottenham, West Footscray and Yarraville to reach the Yarra River. Extensive community engagement was undertaken with more than 200 people completing online surveys and 80 people attending information sessions to provide feedback. The Plan recommended a new pedestrian bridge at Cala Street, West Footscray to create a safe link between neighbourhoods on the north and south banks, which has since been completed. Further recommendations include new rain gardens and wetlands to help improve the water quality of the creek and to increase flora and fauna in the local area.

Keeping it clean

Keeping our streets clean, roads smooth, buildings in good shape and parks greener is part of Council's management of assets. The 10 Year Asset Management Plan project reviews all asset management practices undertaken by Council. Assets can range from infrastructure such as buildings, land and roads to vehicles, equipment and other property owned by Council. The review, undertaken over two years, identifies and recommends how Council should manage and maintain assets, plan for replacement of aged infrastructure and provides a 10 year forecast as to the cost to maintain and replace infrastructure. This review also assesses the supporting policies and strategies that enable the management of all Council's assets. This review has produced the draft 10 Year Asset Management Plan which will aim to achieve the International Standard (ISO 55000) of Asset Management over the next 10 years. The draft Asset Management Plan is expected to be presented to Council in 2020.

Development Contribution Plan

Council prepared Amendment C164 to introduce the Maribyrnong Development Contributions Plan (DCP) into the Planning Scheme. A DCP is a planning tool that enables Council to require developers to make a contribution towards the provision of infrastructure such as community centres, roads and bike paths to meet the needs of our growing city. The Amendment applies to all land and new development with some exemptions. The DCP applies to building a new house on vacant land or additional houses, as well as new and extensions to non-residential development. It does not apply to alterations and additions to a house. The amendment is progressing and was placed on public exhibition in July 2020.

Promoting gender equity

Maribyrnong was one of ten local councils across the state to participate in the Gender Equality Bill Implementation Pilot. Phase 1 was completed which involved conducting a Gender Impact Analysis and adapting the tools for the Women Who Walk project, the Family Violence Policy Review and the Intercultural Exchange planning. Council actively contributed to the Preventing Violence Together Partnership and Western Integrated Family Violence Committee (WIFVC) meetings to support and contribute to whole of community actions to prevent and respond to family

violence and violence against women. In addition 23 young women from culturally and linguistically diverse backgrounds registered to participate in the Leaders of the Pack program delivered by the Western Bulldogs Community Foundation. Council hosted an event during 16 Days of Activism to enhance young people's understanding of gender inequality in sport and 19 young people attended the session with five young women and 14 young men. Maribyrnong Community Centre hosted an International Women's Day celebration to launch the In My Generation photo exhibition featuring photography by Women Who Walk, a walking group of women who participated in an iPhoneography course. The event was attended by 48 people.

Defence Site Maribyrnong

Council continues to contribute to the Maribyrnong Defence Site project. A draft Defence Site Maribyrnong Vision document was prepared by the Victorian Planning Authority (VPA) and Council is awaiting the release of the document to provide comment. The vision will influence the development of a Planning Framework for Defence Site Maribyrnong, which will have regard to the relevant State and Local Planning Policies and future infrastructure provisions. Council will work with the Victorian Planning Authority in preparing and reviewing the Planning Framework for Defence Site Maribyrnong and will continue to engage and advocate for community outcomes. The Defence Site Maribyrnong is a 127.8 hectare parcel of Commonwealth land located at 2 Cordite Avenue, Maribyrnong. The Department of Defence commenced an open market disposal process to sell the site on behalf of the Commonwealth. The project is considered a major urban renewal opportunity in an area already undergoing significant growth and transformation.

Key challenges

Strong response to COVID-19

Restrictions resulting from the need to limit the spread of COVID-19 affected Council's delivery of services and programs and impacted the financial security of community members and small businesses. Council adapted to restrictions to deliver a number of programs online and introduced a relief package of \$6.5 million (\$4 million in the 2019/20 financial year) in April 2020. This aimed to assist residents and businesses affected by COVID-19, which was supported by the development of a Financial Hardship Policy. More information on this is available on page 186.

Continuing to welcome new citizens

Each month Council usually welcomed up to 120 new citizens by hosting citizenship ceremonies at the Footscray Town Hall. In March 2020, Council suspended in person attendance at citizenship ceremonies in response to COVID-19. Until then, 937 new Australian citizens from 72 different countries were welcomed to the City of Maribyrnong from mid-2019. About 40 per cent of residents who live in the City of Maribyrnong were born outside Australia. The top four countries of origin for new citizens in 2019/20 include India, Vietnam, Britain and Bangladesh. Council has organised to deliver citizenship virtual ceremonies in the coming financial year.

Outlook

Investing in our river

The Maribyrnong River will have more facilities for recreational boaters following the completion of a 30m floating pontoon on the river's edge at Footscray Park. The floating pontoon will encourage recreational fishing and boating, and features a lower level platform for use by paddle craft. It also includes seating for visitors to enjoy views of Footscray Park and surrounds. The project includes two new sheltered picnic and barbecue spaces along the river's edge and improved path connections to the Maribyrnong River Trail. It was part-funded by a \$400,000 State Government Boosting Recreational Water Use Initiative grant which was delivered in partnership with Melbourne Water. Council contributed \$300,000 to the project and carried out the works.

Revitalisation of Footscray Wharf

After extensive community engagement, planning and design, the Footscray Wharf and Promenade Project is expected to commence construction in late 2020. The Wharf and Promenade will be a major revitalisation of the Footscray waterfront, better connecting the community to the river and activating this important public space. The project will include a 230m long timber boardwalk (continuation of the Henderson House Landing) with lower landings and a pontoon for small vessels and recreational boats. A wide promenade and shared path will run along the river bank along with extensive planting, seating, and lighting, and sheltered picnic and barbecue spaces. The \$12 million project has received \$6 million in funding from the Victoria Government.

NeXT – Detailed Design

Now that the Feasibility Study and a preferred concept design have been endorsed by Council for NeXT, a library, community and cultural hub for the West, funding is required to move to the next step in the project which is the development of detailed designs. Council gave an in principle commitment of up to \$5 million in detailed design funding and will undertake a concerted program of advocacy for other government and philanthropic support to advance this project over the coming 6-12 months.

Town Hall renewal project

As designs for the Town Hall renewal project progressed in 2019 it became apparent refurbishing the existing office building would not deliver value for money; there were a number of new compliance requirements (e.g. earthquake compliance) and the building constraints of a 34 year old building. Following a rigorous analysis of site opportunities and constraints, two viable concepts were developed for consideration. Both concepts comprise a new office of modest design over ground and first floors plus refurbishment of the Town Hall over both levels. The designs still aim to provide both new and enhanced spaces that meet Council's civic requirements and need for meeting rooms, along with venues and other spaces for community use. Such spaces and access are lacking in the present Town Hall. Additionally, there's interest to upgrade the amenities in the existing heritage building with improved access ways, lift and construction of a community accessible kitchen. There is also a need to upgrade air conditioning, fire detection equipment and make the building disability compliant. Providing new community spaces within the existing state listed heritage Footscray Town Hall building will return the beautiful building to local residents and groups, opening it for broad community use. A decision on a future concept is anticipated to be made by the next Council after November 2020.

Vietnamese Cultural and Heritage Centre

A Vietnamese cultural and heritage centre will be the next draw card to Footscray. This follows an expression of interest from the Vietnamese Museum Australia to purchase the site at the back of 220 Barkly Street from Council for the purpose of creating a cultural centre. Council's Maribyrnong Tourism Visitation Strategy 2017 highlighted the potential to boost tourism to our City with the development of a Vietnamese cultural and

heritage centre in Footscray. This builds on cultural attractions such as the Little Saigon market precinct with the magnificent Welcome Arch, the Quang Minh Temple and authentic Vietnamese cuisine available in Footscray.

Parking management

When the COVID-19 restrictions were put in place from March 2020 and residents were asked to stay home, Council took a number of measures to help residents through this challenging period, which included not enforcing timed 'green zone' restrictions. When restrictions ease and more cars are back on the road, timed parking in green zones will resume in accordance with Council's Parking Management Policy. Council enforced parking fines aimed to ensure the safety of drivers and the community such as red signed areas for no stopping, loading zones and bus stops. Continued monitoring was essential to prevent people from parking in dangerous locations, clearways, and no stopping zones and to ensure emergency vehicles, transport and delivery vehicles have access to available parking bays as required. Parking Management Policy continues to be implemented.

Community consultation and engagement

Council seeks community feedback and direction on major plans and projects through a range of methods that result in equitable, accessible and relevant opportunities to participate in decision-making, as the results of community consultation and engagement influences Council's actions and plans for the future. Additionally, Council has various stakeholder relationships with State and Federal Governments and authorities in areas of local and regional significance.

Consultation

Council offers the community numerous ways to participate in consultation opportunities on a variety of projects, plans and strategies. These include community advisory panels, deliberative engagement opportunities, workshops, listening posts and the Community Voice Panel. This also includes being able to provide feedback via Council's online engagement platform, Your City Your Voice, that is managed by Council. In this financial year, Maribyrnong City Council experienced over 34,800 visits to the Your City Your Voice site with approximately 3,400 people

participating by providing feedback via forums, surveys and placing pins on maps. There were 26 consultation opportunities provided via the platform.

From March, following the introduction of COVID-19 restrictions, Council continued to engage the community on a number of projects through the online platform Your City Your Voice.

The pandemic impacted all face to face engagement including drop-in sessions, pop ups, workshops and deliberative engagement. Council adapted quickly by holding drop-in sessions, workshops and deliberative engagement online using the tool, Go-to-meetings. Projects that used the Go-to-meetings online 'face-to-face' discussion platform included development of the Annual Budget 2020-21 and Strategic Resource Plan and the Climate Emergency Plan.

The three engagements that received the most feedback included the NeXT: Footscray Library, Cultural and Community Hub with over 2,200 visits and 1,219 responses; the Maribyrnong Community Road Safety Strategy with 651 responses; and the Bicycle Strategy Survey 2019 with over 2,400 site visits and 520 responses.

Notably, Council commenced public consultation on NeXT: Footscray Library, Cultural and Community Hub with an online survey and a number of pop ups in 13 different locations across Maribyrnong in 2019/2020. NeXT is described as a potential future library, community and cultural hub with multipurpose facilities, green space and an innovative building that will provide residents with a space to read, work, create and perform.

As reported last financial year, Council undertook comprehensive consultation in relation to updating the Footscray Park Masterplan 2011. Community feedback showed a preference to retain the direction of the existing Footscray Park Masterplan 2011 without major changes which Council supported.

Communication

Communication plans were developed to share information on consultations and other major projects and ensure information was accurate, transparent and reached all relevant members of the community. Some of these projects included:

- Consultation on the Children, Young People and Their Families Strategy
- Consultation on the West Footscray Community and Facilities Plan
- Consultation on the NeXT: Footscray Library, Cultural and Community Hub
- Consultation on the Maribyrnong Draft Bicycle Strategy 2019-2029

Partnerships and collaboration

This year Council has continued to deliver projects with the financial support of the State Government, collaborated on waterway projects with Melbourne Water and other local municipal Councils, supported the roll out of the West Gate Tunnel Project grants program, continued to advocate regarding the redevelopment of Defence Site Maribyrnong with the Victorian Planning Authority, Department of Housing, Transport for Victoria and other State and local government partners. Council also worked with Victoria University to advocate for the New Footscray Hospital to be built in the heart of Footscray University Town. Council continued to build local partnerships with traders associations and sporting clubs. Council also entered into the North and West Melbourne City Deal Plan to support the delivery of key regional projects. Maribyrnong will be advocating with more than 10 Councils, the State Government and other partners to create 300,000 new jobs through the investment in new infrastructure – the details of the project are expected to be confirmed in late 2020.

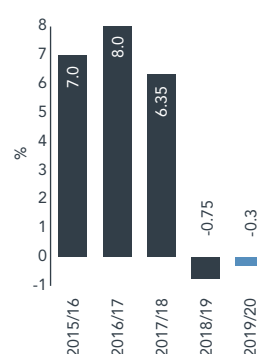
Financial summary

Maribyrnong City Council's financial position continues to be sound. A summary of the Council's financial performance is outlined below, with further details available in the full Financial Report.

Council's operating position for 2019/20 was a \$13.79 million surplus, with an adjusted underlying deficit of \$0.41 million. A better measure of Council's operating surplus is the adjusted underlying result. The adjusted underlying deficit of Council (after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions) is due to the impacts of COVID-19 and is -0.30 per cent when comparing the adjusted underlying deficit divided by adjusted underlying revenue.

Figure 1: Adjusted underlying result ratio

(Adjusted underlying surplus (deficit)/adjusted underlying revenue) x 100



The underlying result ratio is calculated by adjusting the comprehensive result by subtracting any non-cash contributions and removing any one-off or non-recurrent transactions. The underlying result allows Council to fund day-to-day operations and remain sustainable.

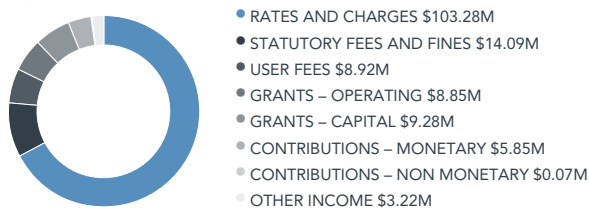
Table 1: Underlying result

	2017/18 \$000	2018/19 \$000	2019/20 \$000
Reconciliation of underlying surplus to comprehensive result			
Total comprehensive result	171,715	(167,205)	100,137
Net asset revaluation increment/(decrement)	157,265	(179,956)	86,351
Surplus/(deficit) for the year	14,450	12,751	13,786
One-off/non-recurrent adjustments			
Contributions – non monetary	(268)	(5,485)	(74)
Contributions – monetary	(3,688)	(5,227)	(5,850)
Total non-recurrent capital grants	(2,020)	(3,078)	(8,275)
Underlying surplus or (deficit)	8,474	(1,039)	(413)

Income

Council's total revenue for 2019/20 was \$153.56 million. This is lower than expected due to a fall in user fees as a result of COVID-19. Rates and charges continue to be the main source of income to Council.

Figure 2: Source of income

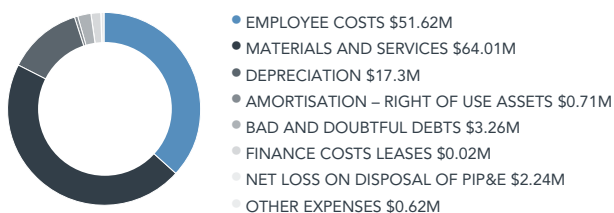


Other income includes interest received

Expenses

Council expenditure in 2019/20 totaled \$139.78 million. The biggest expenditure for Council continues to be employee costs, followed by materials and services, which includes contractors.

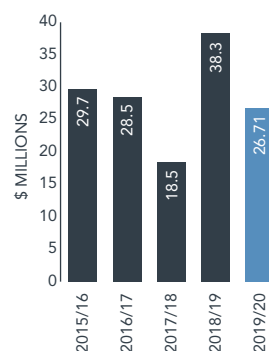
Figure 3: Categories of expenditure



Capital and improvement works

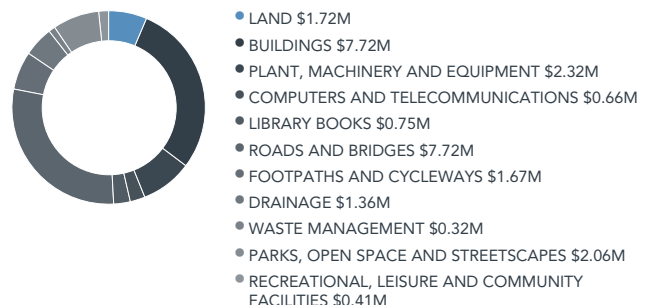
Council spent \$26.71 million on capital works and \$14 million on improvement works – a total of \$40.71 million in 2019/20. This was less than planned due to external impacts of some major projects carried forward to the new financial year and \$9.75 million worth of capital works held for works in progress.

Figure 4: Capital works expenditure



Council delivery of its capital works and asset maintenance had impacts due to COVID-19 resulting in a reduction of expenditure in 2019/20.

Figure 5: Capital works expenditure



Significant major works are detailed below.

Property

Property projects of \$9.44 million includes but is not limited to the following;

- Land acquisition Joseph Road precinct \$1.07 million.
- Upgrade of Church Street Maternal and Child Health facility \$2.33 million.
- Rationalisation of Scovell Reserve Pavilion buildings \$1.86 million.
- Other building works include e.g. Pipemakers Park Building, Yarraville Bowling Club, and Footscray Hockey Pavilion.

Plant and Equipment

Plant and Equipment projects of \$3.71 million includes but is not limited to the following;

- Fleet renewal \$1.34 million.
- Other works include e.g. library book and IT equipment renewal.

Infrastructure

Infrastructure projects of \$13.56 million includes but is not limited to the following;

- Roads and bridges projects includes, but is not limited to, segments of the following streets e.g. Clarendon Street in Maidstone, Maddock and Park Streets in Footscray, Hex Street in West Footscray, Dora and Barbara Street in Braybrook, Seddon Street in Seddon, Afton bridge in Maribyrnong, and Cala Street pedestrian bridge in West Footscray.
- Footpaths and cycle ways renewal program \$1.67 million.
- Drainage renewal program \$1.36 million.
- Parks and Open Space Renewal Program e.g. irrigation systems.
- Other infrastructure e.g. waste bins.

Asset expenditure

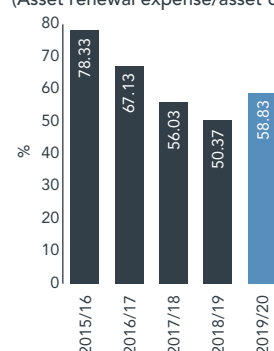
In 2019/20, Council spent \$26.71 million on buildings, infrastructure, plant and equipment – assets that are currently valued at \$1.18 billion. Council's total assets, including non-current assets plus cash and debtors are valued at \$1.30 billion. A revaluation of Council's assets increase their value by \$86.40 million in the past year.

Asset renewal

Council spent \$10.18 million on renewing Council assets, such as buildings, roads and drainage. Council's asset renewal ratio, which is measured by comparing asset renewal with the depreciation of assets value of \$17.30 million, was 58.83%. This result was due to some major projects being re-scoped, delayed and carried forward into next year. On a program level, when accounting for actual expenditure and project commitments against unforeseen external impacts (circa \$13 million delay impacts) and capital savings, the comparative capital program delivery rate, within our control, is determined as 87%.

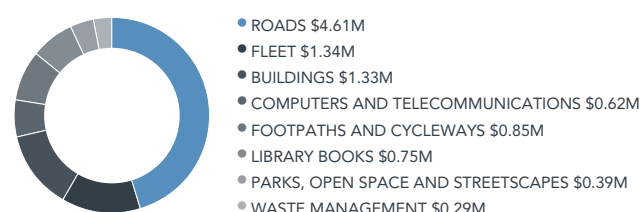
Figure 6: Asset renewal ratio

(Asset renewal expense/asset depreciation) x 100



Council aims to ensure it is able to maintain its infrastructure assets at the expected levels while continuing to deliver the services needed by the community.

Figure 7: Renewal expenditure by asset class



Liquidity

Council is in a strong position to meet its liabilities. The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring Council's current assets as a percentage of current liabilities.

Figure 8: Working capital

(Current assets/current liabilities) x 100

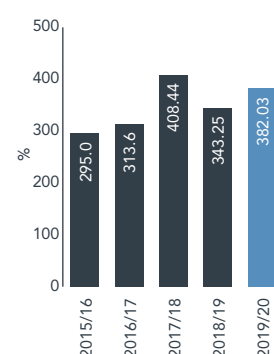
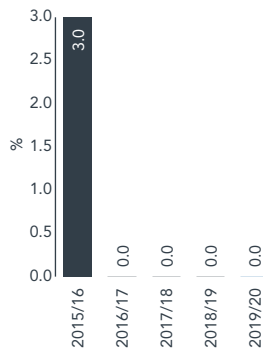


Figure 9: Loans and borrowing ratio

(Interest bearing loans and borrowings/rate revenue) x 100

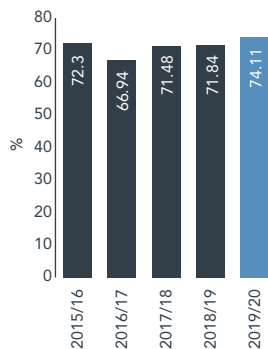


Stability and efficiency

Council raises revenue from a wide range of sources including rates, fees and charges, grants and contributions. Rates continued to be the major source of income comprising 74.11% of adjusted underlying revenue in 2019/20.

Figure 10: Rates concentration ratio

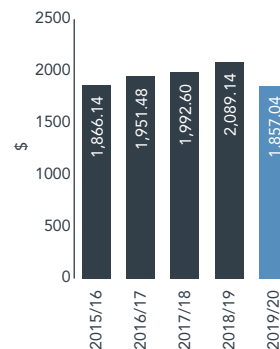
(Rate revenue/adjusted underlying revenue) x 100



Council has moved from Net Annual Value (NAV) rating system to Capital Improved Value (CIV) rating system in 2019/20 when the average residential rate per assessment was \$1,857.04.

Figure 11: Revenue level

(Residential rate revenue/number of residential property assessments)



Contracts

During the year five contracts were entered into in accordance with arrangements approved in section 186(5) (c) of the *Local Government Act 1989*. One contract was entered into without engaging in a competitive process.

National Competition Policy

Council continues to comply with the requirements of the National Competition Policy and the *Competition and Consumer Act 2010*. Council's businesses operate in accordance with the principles of competitive neutrality to ensure Council does not unduly influence the private market in the operation of government-provided services.

Strategic Resource Plan

Council's Strategic Resource Plan sets out the financial and non-financial resources required to deliver the strategic objectives in the Council Plan 2017-21. It is reviewed annually to ensure Council remains financially sustainable in the medium to long term. The key financial objectives are:

- maintaining service levels
- achieving a sustainable operating surplus
- achieving a capital works program which meets the asset renewal needs of the city
- achieving a balanced budget on a cash basis

Looking ahead

Council's long-term financial strategy continues to be delivered and adapted to meet the financial needs of the organisation. The strategy addresses the challenges of cost shifting from other levels of government, managing asset renewal and rate capping.



City snapshot

Located in Melbourne's western suburbs, approximately seven kilometres from Melbourne's central business district, Maribyrnong is a 32 square kilometre thriving hub of arts, culture, cuisine, retail, education and innovation.

- 93,500 estimated residential population in 2019¹
- average 34 years of age
- 37,836 private dwellings
- 151 open space reserves
- suburbs include Braybrook, Footscray, Kingsville, Maidstone, Maribyrnong, Seddon, Tottenham, West Footscray, Yarraville

Aboriginal Peoples from the Traditional Custodians, the Wurundjeri Woi Wurrung and Boon Wurrung Peoples of the Kulin Nation, have been living in the Maribyrnong River Valley for at least 40,000 years.

The City of Maribyrnong was formed in 1994 from the merger of the City of Footscray and parts of the City of Sunshine.

Maribyrnong is undergoing rapid growth and change and is becoming a sought after residential area and a destination for foodies. With our growing population comes a need for increased infrastructure and services.

A city rich in diversity

Forty per cent of the City of Maribyrnong's population was born overseas and 42 per cent speak a language other than English at home. All contribute to and enhance the city's vibrant community, whose diversity is reflected in the fact that more than 135 countries are represented and more than 80 languages are spoken. The longstanding influence of migrants from Vietnam, China, Greece and Italy is still apparent but other cultural groups speaking Hindi, Urdu and Arabic are emerging.

A creative city

Hosting over 25 festivals throughout the year, Council's Festival City Program continues to ensure Maribyrnong attracts and supports some of the best of Australia's festivals for the benefit of residents, businesses and cultural tourists. Local community festivals are supported through Council's Festival City Grants program. Council also partners with a range of flagship festivals such as the Melbourne Food and Wine Festival, St Jerome's Laneway Festival, Midsumma Festival and Melbourne International Comedy Festival. In addition to the vibrant calendar of festivals, a broad range of public events are held across the city, capped off by the spectacular New Year's Eve Fireworks in Footscray Park. Home to the Footscray Community Arts Centre, Maribyrnong is a thriving centre of diverse arts and culture with a wide range of opportunities for both emerging and professional artists. Council has supported arts organisations and festivals as they moved to provide online opportunities for residents to connect creatively during restrictions resulting from the COVID-19 pandemic.

An active city

From organised sport to informal activities in Council's parks, tennis courts, basketball courts, skate parks and shared paths, Maribyrnong provides many opportunities for an active and healthy lifestyle. The Maribyrnong Aquatic Centre, the Active Maribyrnong program and the YMCA (through RecWest Footscray and RecWest Braybrook), all offer a range of popular leisure activities. While Council facilities were closed during COVID-19 restrictions, Council partnered with community providers to deliver a six-week Get Active! at Home Series of events to encourage physical activities amongst children, adults and seniors of all physical abilities and fitness levels. Council also supported sporting clubs by deferring rental payments for Council properties and waiving fees for not-for-profit community sporting clubs.

A city for curious minds

Almost one-third of the City's residents attend an education institution. Through Council's strategic partnership with Victoria University – Footscray University Town – Footscray is being developed as an education and research hub for Melbourne's west. Footscray is also the focus for the State Government's vision for a world class integrated lifelong learning precinct.

A city with a bright future

The City of Maribyrnong is undergoing significant change and expansion. People are flocking to the area attracted by period homes, new developments, the 'foodie' culture and arts scene, the natural environment of the Maribyrnong River, access to public transport and the close proximity to Melbourne's city centre.

The population of the City overall is expected to grow by 68 per cent by 2041 with Footscray alone forecast to experience an increase of 153 per cent during that time. With any such change comes challenges and Council is working to ensure that both affordable housing and adequate open spaces are available, as well as effective transport options and other infrastructure essential to a healthy and vibrant community.

Table 2: Population forecasts for City of Maribyrnong

SUBURB	2018	2041	% INCREASE 2018/2041
Footscray	9,994	14,467	45
Maribyrnong	18,672	49,021	163
Maidstone	4,191	4,881	16
Braybrook	9,663	16,789	74
Yarraville	14,364	26,083	82
West Footscray	5,581	7,067	27
Kingsville	12,452	15,295	23
Seddon	16,287	23,192	42
City of Maribyrnong	91,204	156,794	72

¹ Source: ID Population and Household Forecasting estimates, 2016 via ABS (census) – estimates. Population forecasts for the City of Maribyrnong are compiled by id. They are based on a combination of Census population data and residential development information collected by Council.

Figure 12: Municipal map and ward boundaries

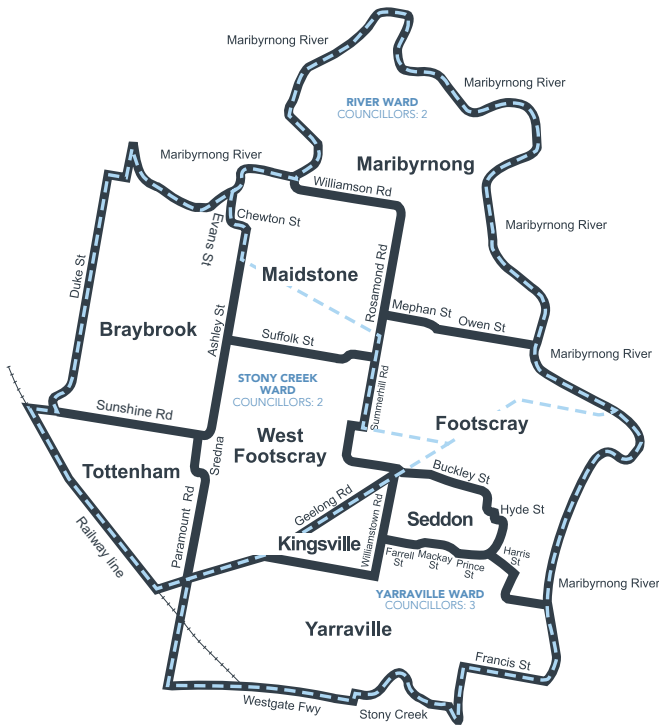
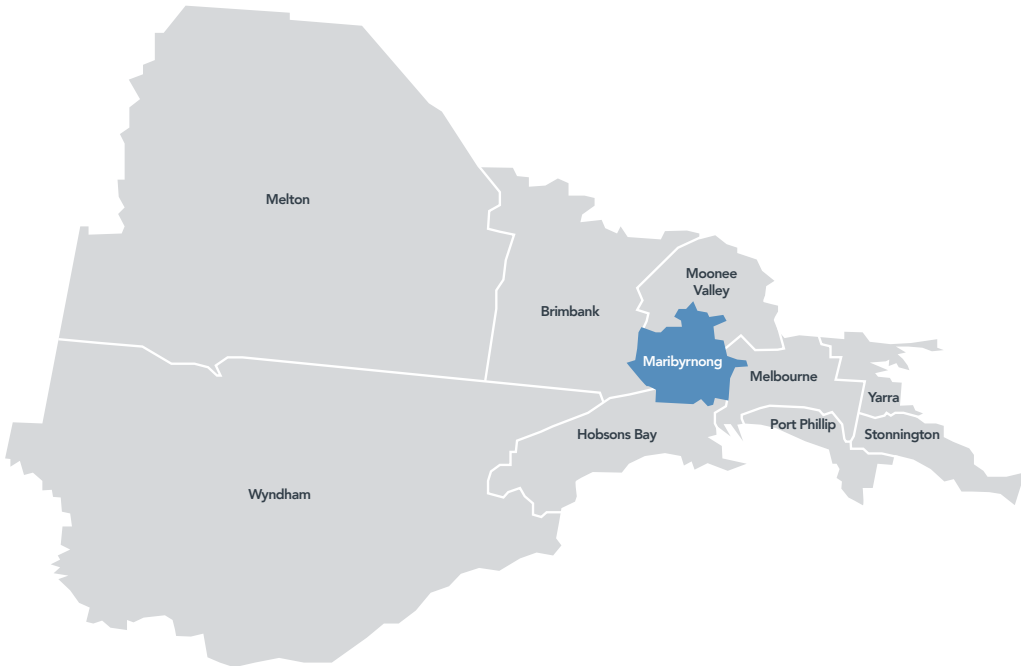


Figure 12A Municipal map as it relates to bordering municipalities including the City of Melbourne



About Council

Maribyrnong is a diverse and vibrant city, which is rapidly changing through population and economic growth. As the closest level of government to the community, Council is best placed to respond to the challenges and needs of the community.

Our vision

A diverse and vibrant city dedicated to community wellbeing through democracy, sustainable growth and opportunity for all.

Our values

Respect – This includes the promotion of inclusiveness, empathy, communication and goodwill.

Courage – This includes the promotion of innovation, considered risk, creativity, problem solving, initiative, accountability and responsibility.

Integrity – This includes the promotion of honesty, loyalty, ethical behaviour and trustworthiness.

Our functions

To help make Maribyrnong a great place to live, work and visit, Council performs a range of functions including:

- planning for and providing services and facilities to the local community
- regularly engaging with the community about service and program delivery
- building and maintaining assets
- ensuring resources are managed efficiently and responsibly
- advocating for important issues on behalf of the community

Council is also responsible for roads, parks, waste collection, land use, local laws, urban planning, personal and home care, early years services, recreation, events, community development, health protection and emergency management.

Our guiding principles

Upholding human rights – Council will uphold the rights of everyone in order for the city to operate in a respectful and peaceful manner.

Implementing social justice and equity – Council will pursue equal rights and equal opportunity for all people, ensuring no one is discriminated against regardless of age, gender, sexuality, ability, faith, social and economic status, cultural background or beliefs and will promote equitable access to the municipality's services and public places.

Engaging with our community – Council will foster a culture where individuals and diverse local communities are respected, engaged and encouraged to participate in the life, activities and decision making of the city.

Advocating on issues – Council will represent the interests of its communities through lobbying of government, business and other organisations to achieve best outcomes for its diverse community.

Developing strong partnerships – Council will seek to build new partnerships and strengthen the trust and confidence of our community partners. We will work closely with groups, organisations and communities to achieve a shared vision.

Being transparent and accountable – Council will ensure its processes, decisions and actions are carried out in an honest and transparent manner and are open to regular public monitoring and scrutiny.

Maribyrnong City Council provides leadership and good governance to the municipality. The role of Council is to represent its community by considering its diverse needs when making decisions, advocating in the interests of ratepayers and encouraging active participation in civic life. Council also establishes Council objectives and ensures resources are managed in a responsible and accountable way.

Councillors and wards

The City of Maribyrnong is divided into the River, Stony Creek and Yarraville Wards.

River Ward

Cr Sarah Carter (Mayor from November 2019)

Cr Carter was first elected to Maribyrnong City Council in 2008 and re-elected in each consecutive Council election.

First elected Mayor in 2011, Cr Carter has represented Council and the community on many committees and advisory groups during her three terms of Council. She is passionate about planning, education, gender equity, social justice, and opportunities for young people. Cr Carter was instrumental in the development of Festival City. She represented Council as a board member of LeadWest from 2011 to 2016 and has been Council's Gender Equity Ambassador since 2011. Cr Carter was again elected Mayor in October 2019 for a 12 month term.

Cr Gina Huynh, Deputy Mayor from November 2018 – November 2019

Cr Huynh was elected to Council in October 2016. She was born and raised in the City of Maribyrnong and was elected Deputy Mayor in 2018. She recognises that the City of Maribyrnong is rapidly growing as Council strives to maintain the City's liveability for all new and existing residents. She also recognises the multiculturalism within the municipality and intends

to continue to celebrate the City's diversity through Council's Festival City program and other key initiatives.

Cr Huynh is passionate about young people and growing the voice and involvement of young people in Council's decision making. She also has an interest in promoting green initiatives, particularly by increasing bike infrastructure and improving waste management in the municipality.

Stony Creek Ward

Cr Megan Bridger-Darling Deputy Mayor from November 2019 for a one year term.

Cr Bridger-Darling was elected in 2019 following an extraordinary vacancy. She has lived in Maribyrnong for 12 years and studied History at Victoria University. She is an Intercultural Ambassador, a former swimming teacher, a member of the Australian Institute of Company Directors, a long distance ocean swimmer, avid book and map collector and is learning Indonesian.

She is a board member of Wombat's Wish, a bereavement service for children who have lost a parent or guardian; BikeWest, a cycling and infrastructure advocacy group based in Melbourne's West; and Gateway Community Services, a social support service for Melbourne's West.



Cr Cuc Lam

Cr Lam first served as a Councillor in 2000-2003 and became a representative of Stony Creek during the 2016 Council elections. Cr Lam was elected Mayor in 2017.

She has been involved with a number of local education and multicultural organisations. She is a multicultural community representative and advisor for health organisations such as East Wimmera Health Service and Western Health, and is a Board Director of the Joan Kirner Children's Hospital Foundation. Cr Lam became a Graduate of the Australian Institute of Company Directors in 2018 and in 2002 was awarded the Public Service Medal for her work with the community.

Cr Lam is a great supporter of volunteers and will work towards creating safer and cleaner neighbourhoods; supporting sporting, multicultural communities, community groups and local businesses; providing improved street lighting and a balanced budget.

Yarraville Ward

Cr Simon Crawford

Cr Crawford was elected to Council in October 2016. He has three young children and encourages residents to be more active in our community.

He is interested in addressing the climate emergency, increasing cycling infrastructure in the City of Maribyrnong, restoring Stony Creek, getting trucks off local streets, providing more open space and ensuring Council governance is responsive, transparent and accountable.

Cr Mia McGregor

Cr McGregor was elected to Council in October 2016, and works hard to see the best outcomes for our community, especially within Footscray, Yarraville, Seddon and Kingsville. Cr McGregor loves the gritty vibrancy of the area, and has a vision of a diverse, thriving, happy population supported by a cleaner, greener cityscape. A place for us and our children to thrive.

She is dedicated to ensuring that Council governance is transparent and accountable and that resources are managed efficiently and responsibly. Cr McGregor studied law and has a post graduate degree in Psychology. Local professional experience includes managing the Footscray-based Beyondblue infoline, sitting on local Boards, and founding and running the asylum seeker support charity West Welcome Wagon.

Cr Martin Zakharov, Mayor from November 2018-November 2019

Cr Zakharov has been a Councillor for over ten years and is also a professional musician and an instrumental music teacher in secondary schools. He has volunteered with the Yarraville Festival for over 20 years and is a former Vice President of the Melbourne Branch of the Musicians Union of Australia. Cr Zakharov was elected Mayor in 2018.

Cr Zakharov has worked towards a number of projects including the installation of 'pop up' parks and better bicycle infrastructure. He is passionate about improving public transport infrastructure, providing more youth services, more support and infrastructure for arts and culture, and a better quality of life for everyone in the city. Cr Zakharov has also served as the chair of the Metropolitan Transport Forum (MTF).

For more information on Councillor allowances, expenses and meeting attendance, see page 86.



From left to right:
Cr Mia McGregor, Cr Simon Crawford,
Mayor Sarah Carter, Cr Gina Huynh,
Cr Megan Bridger-Darling, Cr Cuc Lam,
Cr Martin Zakharov.

Council Plan 2017/2021

The Council Plan 2017-2021 guides the planning, development, resourcing and provision of services to the community. Reviewed annually to consider emerging community needs, this Council Plan will ensure the organisation is progressive and committed to the City of Maribyrnong.

The Council Plan sets out strategic objectives for each of the six priority areas and how Council will achieve them.

Table 3: Council Plan 2017/2021 strategic objectives and strategies.

Strategic objective	Strategies
1. Strong leadership Council will proactively lead our changing city using strategic foresight, innovation, transparent decision making and well-planned, effective collaboration.	<ul style="list-style-type: none"> • build a customer-focused culture providing targeted services to meet our community needs • strengthen engagement and communications with the community • develop and deliver a strategic advocacy plan ^{HW} • secure the long-term financial sustainability of Council • drive business-led innovation to deliver efficiencies, responsive customer experiences and an agile, flexible workforce
2. Healthy and inclusive communities Council will provide and advocate for services and facilities that support people's wellbeing, healthy and safe living, connection to community, cultural engagement and whole of life learning.	<ul style="list-style-type: none"> • deliver sport and recreation programs and capital works that increase capacity, accessibility and wellbeing ^{HW} • embed social and community needs within all major infrastructure projects impacting Maribyrnong ^{HW} • enhance community access to integrated life-long learning opportunities across the community learning network ^{HW} • facilitate early years, children, youth and family-focused services for a rapidly growing community ^{HW} • deliver and support arts and culture opportunities that enhance social connection, inclusion and the experience of living in Maribyrnong ^{HW} • support and deliver community health and wellbeing initiatives ^{HW} • enable formal and informal volunteering, community leadership, civic participation and place-based neighbourhood development ^{HW} • plan and promote services and opportunities that promote positive ageing ^{HW} • develop and strengthen programs to prevent violence against women and promote gender equity ^{HW} • enhance the community's resilience to withstand and recover from emergencies ^{HW}

3. Quality spaces and places

Council will lead the development of integrated built and natural environments that are well maintained, accessible and respectful of the community and neighbourhoods.

- plan and deliver a diverse range of open space in natural and urban environments
- facilitate the renewal and development of contemporary community infrastructure that are multi-purpose and multi-generational ^{HW}
- develop a City Infrastructure Plan aligning to community need and Council's finances
- promote community safety through space activation, crime prevention partnerships, and amenity improvements ^{HW}

4. Growth and prosperity

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

- plan for diverse, high-quality and affordable housing in appropriate locations that responds to community growth and needs ^{HW}
- support the business community and actively promote the city for business
- manage planning applications in a timely manner to accommodate stakeholder and community expectations
- develop a community plan to capture the community's vision and aspirations to 2040

5. Mobile and connected city

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

- create a connected, pedestrian and bicycle-friendly city ^{HW}
- support the development of sustainable transport options to reduce truck traffic and pollution ^{HW}
- improve amenity and reduce traffic congestion through local area traffic management
- work with the State Government on improved North South freight traffic linkages (Ashley Street/Paramount Road)
- provide locally responsive and safe parking throughout the city
- develop an Asset Management System
- develop the city as a 'Smart City' using technology initiatives to manage the city's resources and services in more effective ways

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.

- deliver an urban forest strategy and a sustainable urban tree population ^{HW}
- progress Zero Carbon Maribyrnong
- improve the visual presentation, cleanliness and amenity of the city ^{HW}
- substantially increase Council's waste diversion rate
- reduce consumption of potable water in Council operations and promote water conservation to the community
- incorporate ecologically sustainable design and measures in Council buildings
- educate the community on environmental issues and best practice in waste management

^{HW} Indicates a Health and Wellbeing Strategy

Municipal Public Health and Wellbeing Plan

Strategic objectives

Health and wellbeing priorities

Strong leadership

- advocacy and engagement on key health and wellbeing issues

Healthy and inclusive communities

- participation and inclusion – volunteering, community leadership, civic participation, arts and culture, life-long learning and positive ageing
- prevention of violence against women
- healthy and active lifestyles (including physical activity and healthy eating)
- early years, children and youth services and engagement
- harm minimisation – alcohol and other drugs

Quality places and spaces

- community safety
- open space in natural and urban environments
- community infrastructure

Growth and prosperity

- housing

Mobile and connected city

- sustainable and active transport options
- advocacy to reduce truck and traffic pollution

Clean and green

- climate change, air pollution, tree planting

Planning and accountability framework

Council is accountable to the community and other levels of government which requires it to be transparent and honest in how decisions are made, rate money is spent, and future services and infrastructure are planned.

The diagram below shows the relationship between the key statutory planning and reporting documents that make up Council's planning and accountability framework.

Figure 13: Council's planning and accountability framework



Best value

In accordance with the Local Government Act, Council incorporates Best Value Principles through regular business planning and performance monitoring. Multiple initiatives in 2019/20 identified opportunities for improvement and innovation, to help Council's services achieve best practice standards in service performance.

In 2019/20, Council:

- Continued delivery of service planning improvements through facilitated sessions focused on community requirements, success measures, service standards, co-dependencies and opportunities for improvement.
- Began preparation to transition Service Planning activities with longer-term planning to better align with the Council Plan, Strategic Resource Plan, Workforce Plan and Asset Management Plan.
- Investigated the relationship between the different strategic planning activities, to promote better alignment between service planning, asset renewal planning, city infrastructure planning and project management framework; which will feed into the budget cycle in a more structured and coordinated way. This fosters Council's ability for more strategic and collaborative approaches in our decision-making, in line with community priorities, and in consideration of limited resources.
- Conducted strategic reviews of Environmental Health, Rates and the Maribyrnong Aquatic Centre and the community centres network.
- Developed visual management dashboards for the Human Resources management team and the Infrastructure Services Directorate.
- Developed a suite of continuous improvement training sessions and guides to support staff and

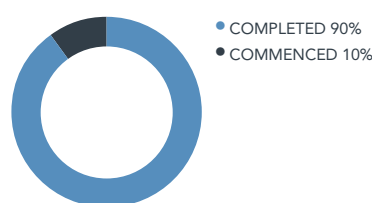
build capacity, so they can investigate and deliver service improvements.

- Conducted process-mapping activities to understand, reduce waste and re-design services across a number of services e.g. Public Placed Bins, Infringements process, Non-rateable process, Performance review process and Disposal of asset process.

Performance against Council's Priority Action Plan

Priority Action Plans are developed each year to detail the key actions Council will deliver as part of the four-year Council Plan. In 2019/20, Council committed to delivering 68 actions across the six strategic objectives of the Plan. Ninety per cent of planned actions this year have been completed. The remaining seven actions (10%) were commenced, but at the end of June were delayed or incomplete. Of the actions that were incomplete by the end of financial year, two out of the seven actions were delayed due to impacts of COVID-19. Most are expected to be completed by the end of 2020, with the remainder by 2020/21. These are noted throughout the report.

Figure 14: Delivery of activities in Council's Priority Action Plan



Community satisfaction

Maribyrnong City Council delivers more than 60 services across a range of areas, such as libraries and community centres, sports and recreation, garbage collection, arts and culture, planning and infrastructure, and advocacy. Council aims to provide high quality and responsive services to residents and community satisfaction is tested through an annual survey.

2019 community survey

To provide insight into local issues and help inform Council's future priorities, the 2019 annual community survey involved 800 randomly selected households and covered community satisfaction and involvement with Council's core services and facilities.

In addition to these core components the 2019 survey included questions about specific projects, including bicycle ownership and cycling, Footscray University Town, climate change, recycling and arts and cultural activities.

The community's level of satisfaction with Council's overall performance was rated an average of 69 per cent, an increase from the previous year's result of 67 per cent. The results also showed Council is largely delivering high quality services in the areas that matter most to the community.

Further results are included throughout this report.

Reading the results

- excellent: 77.5% and above
- very good: 72.5% to less than 77.5%
- good: 65% to less than 72.5%
- solid: 60% to less than 65%
- poor: 55% to less than 60%
- very poor: 50% to less than 55%

The top five services most important to the community

1. weekly garbage collection
2. fortnightly recycling
3. litter collection in public areas
4. maintenance and repair of sealed local roads
5. footpath maintenance and repairs

Customer Service Charter

The Customer Service Charter echoes Council's commitment to simplify processes, find solutions and continuously improve its services. Council also seeks to make it easy for people to make contact and has increased the payments that can be made online as well as enabling community members to submit and track a service request online. Council's Town Hall Customer Service Centre was closed to the public following the introduction of COVID-19 restrictions but telephone and online services continued, resulting in an increase in telephone and email correspondence.

Table 4: Customer requests and enquiries

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Customer requests	40,441	37,165	32,243	43,499	44,255	43,871	51,709
Phone enquiries	165,167	152,025	138,741	180,999	119,313	220,452	245,075
Emails responded to (via Council's primary email address)	47,586	53,405	32,868	39,105	44,427	42,281	52,463
					207,995	306,604	349,327

2020 Australian Wakeboard Nationals

Photo by Spence Photography for Wakeboard Victoria.

Maribyrnong City Council was proud to host the 2020 Australian Wakeboard Nationals that took place on the Maribyrnong River in March.

Athletes and spectators flocked to the river to enjoy the adrenalin fuelled sport, which was held in the City for the first time. Victoria won the title on the day.



01 Strong leadership

As part of cultivating strong leadership under the new Council Plan, Council has identified several indicators that will best reflect our deep commitment to responsiveness and customer service. These targets involve regular opportunities for people in the City of Maribyrnong to participate in Council planning and decision-making through consultative processes as well as establishing measures for ensuring transparency and accountability in governance. Council will also advocate to other sectors and levels of government on issues that affect the City's overall quality of life and wellbeing.

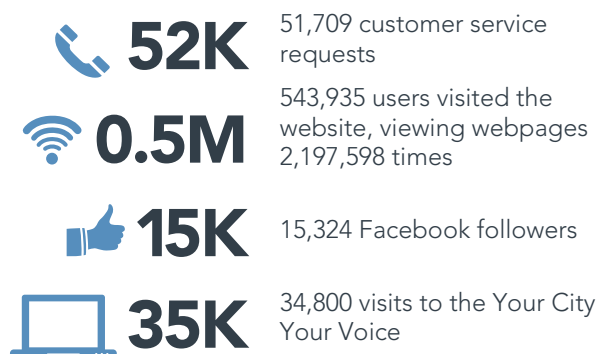


Table 5: Delivering Council's Priority Action Plan 2019/20

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

ACTION	2019/20 GOAL	2019/20 OUTCOME
Strategy: Build a customer-focused culture providing targeted services to meet our community needs		
Indicator: Improved annual community survey outcomes in customer service satisfaction, customer service measures and timely, informed communications.		
Facilitate the Maribyrnong playgroup activation pilot to transition vulnerable and at risk families from supported playgroups to community playgroups	Pilot program success measured through positive parent and carer feedback, increased playgroup numbers and participation in community playgroups	● Completed
Strategy: Ensure decision-making is based on good governance practices, community input, rigorous reporting, accountability and sound financial management practices		
Indicator: High performing, accountable organization delivering transparent, quality services and outcomes		
Council meets its legislative requirements with regard to the conduct of meetings, financial reporting and expected standards of transparency	Records of all meetings available for public inspection	● Completed
Strategy: Strengthen engagement and communications with the community		
Indicator: Increased community use of Council's engagement portals and social media		
Create a centralised community engagement database	Centralised database developed	● Completed
Continue to grow Council's online engagement portal	Increase of 15%	● Completed

Strategy: Develop and deliver a strategic advocacy plan ^{HW}		
Indicator: Planned advocacy with other levels of government reflecting the priorities of Council		
Develop and deliver an advocacy plan for 2019/20	Plan completed	● Completed
Strategy: Secure the long term financial sustainability of Council		
Indicator: Improved service delivery through developing partnerships, diversified income and business efficiencies		
Implement the changed rating system from NAV to CIV	Implement CIV rating system and strike 19-20 Rates against Council Budget	● Completed
Strategy: Undergo service planning to ensure services and programs are relevant and targeted to meet community needs		
Indicator: Improved and proactive organizational planning, service delivery and efficiency		
Support a minimum of 3 strategic reviews	3 strategic reviews supported and coordinated across Council	● Completed
Strategy: Implement Council Plan actions that address the community's priorities over the next four years		
Indicator: Priorities identified with resultant actions tailored and delivered to meet community need		
Prepare the 2020-21 Annual Council Action Plan	Annual Council Action Plan prepared	● Completed

^{HW} indicates a health and wellbeing strategy

Of the eight Strong Leadership actions in Council's Priority Action Plan 2019/20, 100 per cent were completed.

Achievements

Playgroups for vulnerable families

Council delivered a pilot project to support vulnerable and at risk families to develop their confidence to transition from playgroups facilitated by Council staff to community playgroups. The project provided opportunities for the families to connect with other local families and encourage social interaction amongst children to help with their development and sense of community. This is in addition to the DHHS funded Supported Playgroup Program.

The project was adapted as a result of COVID-19 restrictions from in-person group sessions to phone support to 128 families and delivery of 150 Play and Learn Packs to children. These packs were simple, educational and fun activities for the families to do together at home. In this way Council was able to stay connected with vulnerable families and continue to

provide support about relief packages available, aimed at reducing their sense of isolation.

Transparent reporting

Council's website is regularly updated to ensure legislated records and reporting are accessible to the public. This includes the availability of financial reporting, agendas and minutes for Council and Committee meetings, in addition to live streams of Ordinary Council Meetings and City Development Special Committee Meetings. Live streams have been available since mid-2019 to enable greater public access and therefore transparency of Council's decision making. This technology was adapted following the introduction of COVID-19 restrictions in 2020 to ensure that meetings could be conducted remotely in accordance with Ministerial guidelines. All Council records are up to date and residents are welcome to contact Council directly for additional information.

Community engagement database

Community feedback and direction is sought on major plans and projects by utilising a range of engagement methods. Council aims to ensure there are equitable, accessible and relevant opportunities to participate in decision-making, as the results of community consultation and engagement influences Council's actions and plans for the future. Council has established a database of over 3,300 registered users who subscribe to the Your City Your Voice online platform. Consultations are posted to this platform and the database is emailed to invite participation. This has been a useful tool particularly when COVID-19 restrictions limit face-to-face interactions and has ensured continued public participation in consultations.

Consulting online

The community continues to embrace Council's online consultation platform Your City Your Voice. There's been an increase of more than 35 per cent in visits to the Your City Your Voice online consultation platform since July 2019, which equates to a total of 34,800 visits over the course of the year. Online consultation tools have been relied upon since COVID-19 restrictions were introduced in March 2020. The pandemic prevented face-to-face drop-in sessions, pop ups, workshops and deliberative engagement. Council adapted by using the online tool Go-to-meeting to host drop-in sessions, workshops and deliberative engagement in addition to growing the number of subscribers for Your City Your Voice.

Advocating for our community

Through conversations with external stakeholders such as government representatives, community organisations and service providers, Council identified ten advocacy priorities at the end of 2019. These included the new Footscray Hospital and the need to establish strengthened connections with the Footscray Activity Centre to maximise economic development opportunities. Council will also continue advocating for cycling and pedestrian safety with designated cycling lanes and improved infrastructure; valuing our waterways with reference to the Maribyrnong River Catchment Plan and Stony Creek Future Directions Plan; sport and leisure facility improvements such as an upgrade of the Footscray RecWest facility; the Town Hall renewal, climate change actions and sustainable waste management; delivering the Footscray Library, Community and Cultural Hub – NeXT; establishing

a central Footscray transport interchange; providing quality housing and housing affordability including in Braybrook; and the planning and delivery of community and transport infrastructure to support the creation of jobs and housing at the Defence Site Maribyrnong. These priorities will be reviewed annually.

Over the year Council secured more than \$7.3 million in grants for various community projects and capital works and continued to build partnerships. Maribyrnong is one of 10 Councils taking part in the North and West Melbourne City Deal Plan, which is also supported by State Government and other partners and aims to create 300,000 new jobs through the investment in new infrastructure such as Footscray Library, Community and Cultural Hub – NeXT, Northern Maribyrnong and Defence Site Maribyrnong, West Footscray Community Facilities Plan – RecWest Redevelopment, and the Whitten Oval Redevelopment.

New rating system introduced

The Capital Improvement Value (CIV) system of rating was successfully introduced in 2019/20 with Council supporting residents as they transitioned from the previously used Net Annual Value (NAV) system of rating. The newly introduced system enables residents to compare levels of municipal rates more transparently with other Councils and also identifies direct waste management fees. This cost for waste was previously absorbed into the overall rates residents paid. The calculation for CIV has a general rate for residential properties and a differential rate is applied to other types of property, such as commercial, industrial and vacant land. Community forums were held in the previous financial year 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 Maribyrnong manages.

Community Service planning

Council undertook a review of three key community services to ensure services and programs remained relevant and targeted to meet community needs. This included a strategic review of the Commonwealth Home Support and Home and Community Care in-home support services, and subsequently Council determined in February 2019 to appoint not for profit provider Uniting AgeWell to deliver Council's in-home support services commencing 1 July 2019. A strategic review of Library Services was also completed in 2019 to guide future development of the service, and a

strategic review of the Maribyrnong Aquatic Centre operations and performance, staffing structure and future redevelopment options was undertaken and will be presented to Council in 2021. A further review of Council's remaining aged care services is currently underway, and a draft Inclusive City Framework will be considered by Council after the 2020 Local Government election.

On track

The final set of actions to fulfil the Council Plan 2017-21 were adopted in July 2020 as part of the Annual Council Action Plan. This included 42 actions for Council to work towards in the coming year and of these, 18 were identified as major initiatives. Adjustments were made to ensure these actions could be completed in an environment influenced by COVID-19 restrictions. Highlights of the action plan include an infrastructure plan to improve connections and access around the Highpoint Activity Centre, an Early Years Hub to be built in Footscray and a program to deliver support program to young people impacted by COVID-19.

Civic Awards

Council's annual Civic Awards ceremony recognises and congratulates the many individuals and organisations who donate their time to improve the lives of so many in the City of Maribyrnong. Every year there is a high calibre of nominations, this year there were 41 nominations received. The categories included Citizen of the Year, Volunteer of the Year, Community Strengthening Award, Active Maribyrnong Sporting Award, Youth Leadership Award, Enterprise Maribyrnong Awards – Contribution to Business Community Award, Enterprise Maribyrnong Awards – New and Emerging Business Award, Enterprise Maribyrnong Awards – Innovative Business Award

Ecopact Groceries, Arts Award, and Mayoral Award. The Citizen of the Year was John Ng, founder of Humans of SKY, a website dedicated to sharing stories of everyday people from Seddon, Kingsville and Yarraville.

Community satisfaction increase

Resident's overall satisfaction with Council services increased three per cent on last year's Annual Community Survey results, now reaching the highest level in 15 years. The top performing services that the community were most happy with were library services, waste and recycling services, community centres and services for children, as well as neighbourhood houses, playgrounds, Maribyrnong Aquatic Centre and festivals and events. The annual survey results provide Council with valuable insight into how services can be improved. Some of the issues that residents want Council to focus on over the next 12 months include traffic management, parking and road maintenance. The survey is conducted on Council's behalf by Metropolis Research and the survey involved face-to-face interviews with 800 randomly selected households from each of the suburbs across the municipality between August and September 2019.

Challenges

As an organisation Council was able to swiftly adapt to deliver programs and services online (see page 186) and support staff to work from home. This was made possible due to the necessary infrastructure and resources already being in place as a result of Council's development of the Information Technology Strategy 2018/23. Council is now undertaking a period of assessment to understand the "new normal" to respond appropriately when COVID-19 restrictions ease. This will take into consideration community feedback and needs, in addition to preparing workplaces for the return of staff and the gradual re-opening of facilities. Council's plans will be adjusted to comply with government directions and the easing of restrictions.

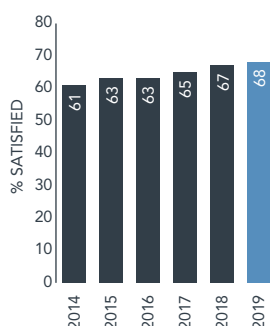
Outlook

Future relief

Council undertook a comprehensive community consultation process in June, planning for the Annual Budget and Strategic Resource Plan for the 2020-21 financial year. Subsequently the report going to the July Ordinary Council Meeting has recommended a zero per cent rate increase in the following year (2020/21 Financial Year) to help residents and businesses better respond to the financial effects of COVID-19. Council expects to continue to deliver over 60 services for the community, while also committing to a robust capital works program.

Figure 15: Representation, lobbying and advocacy

FIG 15:



Satisfaction with Council's representation, lobbying and advocacy increased and remains classified as good.

Source: Maribyrnong City Council Annual Community Survey

Figure 16: Maintaining community trust and confidence

Satisfaction with Council's performance has increased and remains classified as good.

FIG 16:

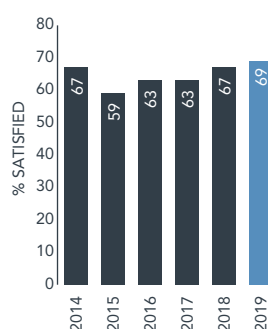


FIG 17:

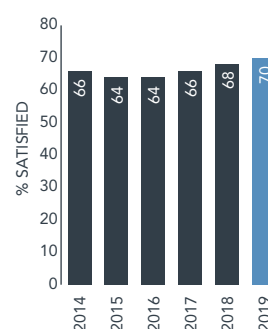


Figure 17: Community consultation and engagement

Satisfaction increased and is ranked as very good.

Source: Maribyrnong City Council Annual Community Survey

How Maribyrnong is changing – 2017 to 2041

- The city's population is expected to increase from 93,500 to 157,000 people, an increase of around 63,000 people.
- An additional 27,500 dwellings are expected to be built, in addition to the current stock of 37,836 dwellings.
- It is expected that young adults (18-34 years) will continue to be attracted to the city as new development occurs. The population overall however will age as the number of people aged 70 years and older is expected to increase by 9,000 people and increase to 10% of the total population.
- The proportion of lone person households will continue to grow to reach around 30% of all households in 2041.

Performance reporting

Table 6: Governance

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Council decisions made at meetings closed to the public	4%	7%	7%	6%	5%	4%
Number of Council resolutions made at ordinary special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/ number of Council resolutions made at ordinary special meetings of Council or at meetings of a special committee consisting only of Councillors ¹						
Satisfaction with community consultation and engagement	65%	64%	64%	66%	68%	69%
Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement ¹						
Council attendance at Council meetings	97%	96%	90%	87%	99%	94%
The sum of (the number of Councillors who attended each ordinary and special Council meeting/number of ordinary and special Council meetings x number of Councillors elected at the last Council general election) x 100 ¹						
Satisfaction with Council decisions	60%	64%	62%	63%	67%	70%
Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community						
Cost of governance	\$47,262	\$41,051	\$62,962	\$54,443	\$49,123	\$52,184
Direct cost of the governance service/number of Councillors elected at the last Council general election						

1. The result is underpinned by Council's ongoing commitment to maintaining community trust and confidence.

02 Healthy and inclusive communities

With its close proximity to Melbourne's central business district, Maribyrnong is becoming home to thousands of new residents who see the inner west as an ideal place to buy their first home, start a family or establish a business. To support both new and old residents at all stages of life, Council delivers vital community services and infrastructure to make Maribyrnong a safe and thriving place. This chapter details the popular programs delivered through community centres, libraries and sports and recreation facilities, as well as those to support the revitalisation of neighbourhoods and public spaces.



300K

300,000 visitors to community centres



365K

365,057 visitors to libraries



57K

57,367 people participated in community centre and library programs

Table 7: Delivering the Council's Priority Action Plan 2019/20

Council will provide and advocate for services and facilities that support people's wellbeing, healthy and safe living, connection to community, cultural engagement and whole of life learning.

ACTION	2019/20 GOAL	2019/20 OUTCOME
Strategy: Deliver sport and recreation programs and capital works that increase capacity, accessibility and wellbeing ^{HW}		
Indicator: Increased formal/informal sport and recreation participation and facility quality and capacity		
Continue design development of the RecWest Footscray Sporting Precinct	Schematic design of RecWest Footscray and masterplans for Shorten and Johnson Reserves completed	● Completed
Continue design development of the Maribyrnong Aquatic Centre	Concept design complete	● Completed
Undertake site investigation and continue design development of the new indoor stadium facility	Preferred site identified and concept design complete	● Incomplete
* Deliver Scovell Reserve Pavilion	Scovell Reserve Pavilion completed	● Completed
Strategy: Embed social and community needs within all major infrastructure projects impacting Maribyrnong ^{HW}		
Indicator: Community needs identified, considered and integrated into infrastructure development and service planning		
* Finalise the Community Infrastructure Plan 2041	Implementation of the Community Infrastructure Plan 2041 commenced	● Incomplete

Strategy: Enhance community access to life-long learning opportunities across the community learning network ^{HW}

Indicator: Increased opportunities for formal and informal learning and engagement

Deliver on the Maribyrnong Libraries Plan 2019-2023 and progress actions by 30 June 2020	80% of actions progressed	● Completed
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Develop and implement a Collection Management Framework Plan which defines principles by which library collections are managed	Actions implemented and identified in the Collection Management Framework Plan	● Completed
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Strategy: Facilitate early years, children, youth and family-focused services for a rapidly growing community ^{HW}

Indicator: Needs of children, family and young people are met through service and infrastructure planning and delivery

* 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	● Completed
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Provide universal maternal and child health services across nine sites offering 10 Key Ages and Stages visits, new parent groups and additional family violence consultations	Additional family violence consultations provided as per the Department of Education and Training's annual target	● Completed
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Provide 1,586 hours of Enhanced Maternal and Child Health service, averaging 20 hours per client	Recorded hours on IRIS data system is a minimum of 1,586 hours	● Completed
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Provide community immunisation sessions as per the National Immunisation Schedule	Immunisation rate for all age cohorts achieved	● Completed
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Co-design programs with young people offering skill development and leadership opportunities	Feedback process developed to measure meaningful participation and capacity building outcomes	● Completed
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Develop the Integrated Child, Family and Youth Strategy 0-25 years	Integrated Child, Family and Youth Strategy 0-25 years completed	● Completed
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*Complete construction of Church St Early Years Centre	Construction completed	● Completed
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Strategy: Deliver and support arts and culture opportunities that enhance social connection, inclusion and the experience of living in Maribyrnong ^{HW}

Indicator: Increased social connection, participation and inclusion through arts based activity and facilities

* 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	● Completed
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Deliver on the Arts and Culture Strategy 2018-23 and progress year two actions by 30 June 2020	80% of year two actions progressed	● Completed
Strategy: Support and deliver community health and wellbeing initiatives ^{HW}		
Indicator: Improvements in the health status of our community in physical activity, healthy eating, alcohol and other drugs and health screening		
Implement Year 3 of the Alcohol and Other Drug Policy and Framework for Action	90% of year 3 actions complete	● Completed
Strategy: Facilitate the development of Maribyrnong as an 'intercultural city' that promotes inclusivity and diversity ^{HW}		
Indicator: A harmonious and cohesive community that is strengthened through its diversity		
Develop Maribyrnong as an intercultural city	Intercultural city program delivered	● Completed
Develop and deliver the Reconciliation Action Plan	Opportunities created for First Nations people to participate and connect to community	● Completed
Develop and deliver the Disability Access and Inclusion Action Plan	Access and inclusion opportunities created for people with disability to participate and connect to community	● Completed
Strategy: Enable formal and informal volunteering, community leadership, civic participation and place-based neighbourhood development ^{HW}		
Indicator: Increased participation in community leadership programs, increased engagement in volunteerism and increased civic and community engagement		
* Design and implement the process to deliver the volunteer strategy 2018-2021	Volunteer strategy development and implementation commenced	● Completed
Strategy: Plan and promote services and opportunities that promote positive ageing ^{HW}		
Indicator: A community that embraces and celebrates older people		
Through consultation with the community, develop a holistic strategy that addresses and celebrates the diverse needs and aspirations of older people	Development of the Positive Ageing Strategy	● Completed
Strategy: Develop and strengthen programs to prevent violence against women and promote gender equity ^{HW}		
Indicator: Annual reporting on the measures taken to reduce family violence and respond to the needs of victims. Action taken to meet the Victorian Gender Equality Strategy		
Implement the Gender Equity Strategy 2030 Action Plan including 16 Days of Activism and International Women's Day activities	90% of annual actions complete	● Completed

* Major initiative

^{HW} indicates a health and wellbeing strategy

Of the 23 healthy and inclusive communities' actions in Council's Priority Action Plan 2019/20, 91 per cent have been completed.

Major initiatives

Scovell Reserve Pavilion upgrade

The \$2.8 million Scovell Reserve Pavilion redevelopment project is now complete following the demolition of the existing, no longer fit for purpose pavilions. Construction of the new pavilion was completed in February 2020, and will support the growing memberships of Footscray United Cricket Club and Maidstone United Soccer Club. It features four change rooms with unisex amenities, a commercial kitchen, and a large multi-purpose room for club and community activities. The new pavilion has been complimented by fresh landscaping and an extension of the existing pedestrian footpath which adds to the community's enjoyment of Scovell Reserve. The Scovell Reserve Pavilion Upgrade was funded in partnership with the Victorian State Government.

Learning Hub

A letter of intent to deliver an Integrated Early Learning Centre (IELC) was signed by Council and the State Government in 2018, with a capital grant contribution of \$3.3 million for the project announced by the government that same year. The project has progressed to identify a site for the IELC on Council owned land located in Hyde Street and is expected to include a facility with spaces for sessional kindergarten, maternal and child health, and long day care to a capacity that the site and budget will allow. Council will continue to investigate the cost and financial commitment required to deliver the project. The Footscray Learning Precinct brings together the Footscray City College, Gilmore College for Girls a new Pilgrim Street campus under the banner of a single three campus Footscray High School. In addition, the Footscray City Primary School, Footscray Primary School, and proposed IELC complete the precinct to provide a seamless education system from early learning to adult education.

Church Street Children's Centre

The \$6.2 million build of Church Street Children's Centre, which we planned for as part of Council's Long Term Financial Plan, was completed and opened in early 2020. The State Government contributed \$650,000 towards the construction costs of the project. The Centre has 98 places and will deliver long-day care and kindergarten programs. It will alleviate some of the demand for early years services in the City, providing contemporary and innovative educational play spaces

for children aged up to six years. Solar tree structures are in the play space and the design features provide an opportunity to promote environmental education to the children attending the centre.

Feasibility study for NeXT Project

Council is committed to fostering inclusive, creative and innovative spaces for the Maribyrnong community. The Footscray Library, Cultural and Community Hub (NeXT) will aim to provide the growing municipality with a future focused, innovative and creative learning centre. Following the endorsement of the NeXT Feasibility Report and Business Case on 22 October 2019, Council commenced community engagement with stakeholders and the community. There were 36 participants across three workshops and 1,219 completed surveys as part of consultations. Council resolved in June on a preferred concept design and to advocate to the State and Federal Governments to support the project with 50 per cent financial contribution for the detailed design of NeXT. Council expects to match the government contribution.

Volunteer Strategy

Volunteering is a vital part of Maribyrnong's social, cultural and economic landscape and volunteers make a significant contribution. Volunteering plays a key role in building and sustaining resilient communities and the Maribyrnong Volunteer Strategy 2018-2021 is guided by the themes: Strengthen, Champion and Sustain. The Volunteer Strategy enables formal and informal volunteering, community leadership, civic participation and place-based neighbourhood development. The Strategy is progressing as Council manages and/or supports a number of volunteer programs, however the COVID-19 restrictions have impacted volunteer programs in 2020.

Achievements

Promoting gender equity

Maribyrnong was one of ten local councils across the state to participate in the Gender Equality Bill Implementation Pilot. Phase 1 has been completed which involved conducting a Gender Impact Analysis and adapting the tools for the Women Who Walk project, the Family Violence Policy Review and the Intercultural Exchange planning. Council actively contributed to the Preventing Violence Together Partnership and Western Integrated Family Violence Committee (WIFVC) meetings to support and

contribute to whole of community actions to prevent and respond to family violence and violence against women. In addition 23 young women from culturally and linguistically diverse backgrounds registered to participate in the Leaders of the Pack program delivered by the Western Bulldogs Community Foundation. Youth Services hosted an event during 16 Days of Activism to enhance young people's understanding of gender inequality in sport and 19 young people attended the session (five young women and 14 young men). Maribyrnong Community Centre hosted an International Women's Day celebration to launch the In My Generation photo exhibit featuring photography by Women Who Walk, a walking group of women in participated in an iPhoneography course. The event was attended by 48 people.

Delivering library services

Maribyrnong Libraries delivered on its 2019-2023 action plan, which prioritises empowering the community to access knowledge and community connections. Services were adapted to meet the restrictions of COVID-19 through the Library At Home program. The program features events such as Story Time, Baby Rhyme Time, Vietnamese Story Time, Bi-lingual Story Time (Hindi, Vietnamese, Chinese and Burmese), Home Coders, Book Groups, Writers' Workshops, and more. This includes the recent live and interactive Pyjama Story Time, created especially for local families in lockdown. Following the required library closures, Maribyrnong Libraries launched a popular Reservation Delivery Service that was free for all library members. The library made 6,682 deliveries to local families, totalling 23,005 items. eLibrary usage skyrocketed since the closures, with a 270% increase in active and new users of eBook and eAudiobook platforms. Maribyrnong Library members have borrowed 10,599 eBooks, 11,392 eAudiobooks, 14,745 magazines and newspapers, and streamed 5,549 films. As part of its continuous improvement program, libraries optimise their collections to meet the complex needs of our community in both the physical and digital domains.

Maternal and child health

The Maternal and Child Health program is offered across nine sites and provides 10 key "ages and stages" visits to monitor the growth of babies and toddlers. The service offered additional support by helping to establish new parent groups and offering additional family violence consultations either at centres or

outreach sites for any women experiencing family violence. In addition the service introduced new sleep and settling support consultation to families in their home. The Enhanced Maternal and Child Health service exceeded its goal of 20 hours of support per family experiencing vulnerabilities. The service continued to provide immunisations and to offer parents support in a restricted environment resulting from COVID-19, with a mix of face-to-face, phone and video consultations offered.

The Early Years

Supported playgroups for families experiencing vulnerabilities, were offered at five sites across the municipality. During pandemic restrictions these families were supported with over 800 weekly phone consults, ensuring referrals to relevant services including 46 referrals to emergency relief. A new ATSI supported playgroup also commenced at Braybrook this year. In addition bi-lingual story time was offered weekly at Central West shopping centre moving online as COVID-19 restrictions were introduced. The Central Registration Team also produced a range of new resource for families preparing for kindergarten including a new booklet called "At my Kindergarten". Parent education sessions were offered initially as face-to-face forums, then successfully transitioning to online, and topics included Play and Creativity, Building Resilience in Children, Cyber Safety and Raising Multilingual Children.

Connecting youth

Leadership programs such as the Maribyrnong Youth Advisory Committee (MYAC) continued in 2020. This committee of young people, aged between 12-25 years old, would usually meet fortnightly to plan and deliver activities, participate in community events, and give voice to other young people in the City. New members of MYAC have been recruited with meetings moving online due to COVID-19. They have been involved in a number of consultations including the budget for 2021-22. Council also delivered a program in partnership with Footscray Learning Precinct for students interested in developing their skills in Science Technology Engineering, Arts and Maths (STEAM), which supported school based learning. Isolation Creations was a significant youth project that gave local young people and young artists, who have lost significant income with the cancellation of events and closure of venues an opportunity to generate paid work by creating online

videos of themselves performing, hosting workshops, and sharing their skills for other young people to watch and participate with from home. These series of videos, hosted on Council's YouTube channel, and promoted on the website and social media gave young people a chance to connect, create, and get moving from their homes, while showcasing the talents of our local young people.

Integrated Child, Family and Youth Strategy 0-25yrs

Council endorsed an overarching framework, the Strategy for Children, Young People and their Families 2030, to guide the organisation as it supports children and young people from birth through to 25 years, and their families. The strategy influences program development and delivery, planning, partnerships and advocacy as it relates to Council's Maternal and Child Health, Early Years, Youth Services and other relevant areas of Council. The Strategy was finalised following community consultation and feedback from the community. Council is well placed to work with the community and other levels of government to enhance the liveability and life opportunities of Maribyrnong for children, young people and their families.

Arts and Culture Strategy

Council progressed its actions in the Arts and Culture Strategy 2018-23 but also postponed some activities until after restrictions lift. Over the last year, Council has supported 12 arts organisations and multiple emerging and professional artists with grants, subsidised facilities, artist residencies, affordable arts spaces, capacity building workshops and a wide range of promotions and advocacy. The Arts and Culture unit partnered with over 10 arts, education, community organisations and traders to produce a range of engaging arts participation programs for the community, including major events: One Night in Footscray, Melbourne Fringe and the First Nations Creative Project initiative.

Intercultural City program

Council developed an Intercultural Maribyrnong Policy Statement 2019-23 and Action Plan at the end of 2019. COVID-19 restrictions made it not possible to complete some of the actions listed in the plan. Maribyrnong joined Ballarat and Melton Councils to host the Intercultural Cities Australasia Summit from 30 July – 1 August, 2019. All three cities are members of the Intercultural Cities network, convened by Europe's

leading human rights organisation, the Council of Europe. The network recognises the opportunities that come from having a diverse community and promotes the advantages of working alongside organisations and community members with different cultural, language, faith and identity backgrounds, resulting in the creation of communities where there is a deep understanding and respect for all. The summit was open to the general community who took part in programs that discussed intercultural issues. Day three of the summit took place in Maribyrnong with the theme: Taking it to the Streets. Participation in the summit built on Council's commitment to Intercultural Cities Programme in 2018.

Reconciliation Action Plan

A draft Reconciliation Action Plan (RAP) was developed and feedback was received from Reconciliation Australia in 2019. It was publicly exhibited with the invitation for community comment in mid-2020. The RAP results from Council's decision in 2017 to develop a plan based on the "Innovate RAP template" created by Reconciliation Australia. The Innovate RAP involves the development and implementation of programs for cultural learning, Aboriginal and Torres Strait Islander employment and supplier diversity. The Innovate RAP is designed to give Council the freedom to develop and test new and innovative approaches, and embed the Plan across Council business.

Disability Access and Inclusion Plan

Council supports people with disability through a number of projects and programs aimed at promoting the rights of people with disability. The Disability Access and Inclusion Action Plan is a legislative requirement according to the Disability Act 2006, and was developed to communicate the actions Council will take to reduce barriers and improve inclusion within Council and the municipality. This includes continuing to support the Disability Advisory Committee which meets eight times a year providing opportunities such as the Active Maribyrnong Grants program which aims to engage more females and children with disability through sport. In the 2019 winter program, all but one of the recipients with disability and half of the female recipients were new to the Active Maribyrnong Grants program, in which they had never previously received a grant.

Positive Ageing Strategy

The development of a positive ageing strategy has been completed and renamed 'Council's Inclusive Cities Framework' to reflect the purpose of the document, which aims to engage and celebrate our population of older people. The document reflects such needs as altering programming delivered by Council to meet the needs of the 'baby boomer' demographic who welcome a more active lifestyle among other changes that enable inclusive service delivery. The strategy is expected to be rolled out in the coming financial year, mindful of COVID-19 restrictions.

Helping Asylum Seekers

A coalition of Mayors from around Australia have signed an open letter, calling on the Federal Government to extend crucial supports to people seeking asylum affected by COVID-19. The open letter, which has 38 signatories from across the country, outlines key concerns for people seeking asylum who have lost work as a result of COVID-19 and remain ineligible for income support programs and – in some instances – Medicare. Our community has been significantly impacted by the COVID-19 pandemic, particularly our refugee community who are ineligible for income support. Council called on the Federal Government to ensure that people with refugee status were considered in COVID-19 policies and stimulus packages.

MAC accreditation

The Maribyrnong Aquatic Centre (MAC) was closed from March 2020 in line with government restrictions to close municipal facilities to limit the spread of COVID-19. Fitness Australia awarded MAC accreditation as a Quality Accredited Fitness Business in Australia in 2019 due to the centre's implementation of strategies to ensure members receive the highest and safest level of health and fitness service. In recognition of this accreditation, MAC was nominated as a finalist in the 2020 Fitness Australia awards.

RecWest Footscray Sporting Precinct

RecWest Footscray, a valued community recreational and sporting asset, was identified in 2018 as aging and in need of replacement. Council undertook an assessment of the facility along with nearby Johnson, Barrett and Shorten Reserves to develop a draft masterplan across the three sites to accommodate the leisure and sporting needs of the growing population.

Concept designs went out for community consultation in 2018. These were refined following the community's feedback and updated concept designs went out for consultation in early 2020. The designs aimed to meet expected community growth and included such additions as multipurpose meeting and workshop spaces at RecWest, new kitchen facilities and storage. While improvements to the reserves included new playgrounds and courts for tennis, outdoor basketball/netball and bocce, along with new irrigation and pitches. Community engagement on the final draft concept designs and masterplan are scheduled for mid-2020.

Continuing AoD Education

Actions from year three of the Alcohol and Other Drugs (AoD) Policy and Framework have been implemented as planned. Highlights include a Local Liquor Forum convened by Council and Victoria Police, delivery of AoD training to 89 frontline staff who work in this sector, delivery of the Alcohol and Drug Foundation funded Local Drug Action Team project, 'Let's get active together', with the Ethiopian community in Melbourne's West.

Community Grants

Council's 2019/20 Community Grant Program funded 50 local organisations, with grants totalling \$170,116. The program supported initiatives that promote community connection and participation, improve wellbeing, celebrate diversity and promote creativity and inclusion. Funding was available in three categories, including Large Grants (up to \$15,000); Medium Grants (up to \$5,000); and Small Grants, including seniors support (up to \$500). Seven local organisations were awarded funding from the Large Grant category, which supports large scale collaborative projects that build and strengthen community capacity. 20 medium grants were awarded to support projects with a focus on community development, arts and culture and environmental sustainability initiatives and 23 small grants enabled continued community participation, social connection and active citizenship.

Keeping healthy

Now in its sixth year, the five week Spring into Summer Series offers residents the perfect way to either kick start their health and wellbeing journey or build on the progress made in the Get Active! Expo. The exercise

program encourages participation in classes such as Pilates, Tai Chi, Swing Fit and Yoga, with giveaway incentives offered. Since the beginning of the Active Maribyrnong program in 2014, over 20,000 community members have enjoyed the benefits of keeping active by participating in a range of events.

Bushfire relief

Community and business fundraisers occurred across Maribyrnong to help those affected by the devastating 2019-20 bushfires. Foodbank in Yarraville was overwhelmed with donations, and Council helped manage lines of traffic around the warehouse when donations were at their peak. Foodbank staff and volunteers packed more than 3,000 hampers which were distributed to bushfire affected communities around the state. The State Government launched a new fund in partnership with the Bendigo Bank Community Enterprise Foundation and the Salvation Army, dedicated to helping Victorians impacted by the fires. Local businesses provided free meals to emergency personnel; supported the Animal Rescue Craft Guild with sewing bees to make bat wraps, wildlife pouches and other supplies for wildlife injured or displaced by the bushfires; held cricket matches and live music events to raise money; among other activities that Council promoted on its website and social media.

Challenges

Community Infrastructure Plan 2041

With intention of planning for the future needs of the City's growing community, a Community Infrastructure Plan (CIP) is being developed. It takes into account what community infrastructure currently exists and identifies gaps in provision across neighbourhood precincts. The plan relates to early years centres, Maternal and Child Health points of service delivery, community meeting spaces, and libraries. The provision of leisure and recreation infrastructure will be incorporated into the plan by late 2020 to provide a comprehensive overview of the infrastructure provided to the community.

Indoor stadiums needed

Investigations to locate a suitable site for the development of a Maribyrnong Indoor Stadium are continuing, as discussions in 2020 relating to a potential location in Tottenham proved unsuccessful. The site research responds to the Council resolution in 2018 to find a location to build a 4 to 6 court indoor stadium to meet the high demand for ball sports expected over the next 20 years. The strategy is an evolving document that acknowledges that Maribyrnong has low provision levels and existing stadiums are at capacity. Further work is required to identify suitable sites for a multicourt development. There are resources available in the current year for further investigations and concept design.

Outlook

Future of MAC

A draft masterplan for the upgrade and expansion of the Maribyrnong Aquatic Centre (MAC) has been drafted. The draft acknowledges that MAC is a well-used water play space and training facility that is aging and builds on an initial feasibility study of the centre which showed a heavy investment was required to maintain the existing centre. The draft plan considers the most effective use of resources to ensure any investment in the centre also meets the needs of the expected population growth in the municipality and aligns with the future needs of the precinct around MAC, which may potentially increase and diversify the services provided at the centre.

Figure 18: Library services

Satisfaction with library services remains as excellent.

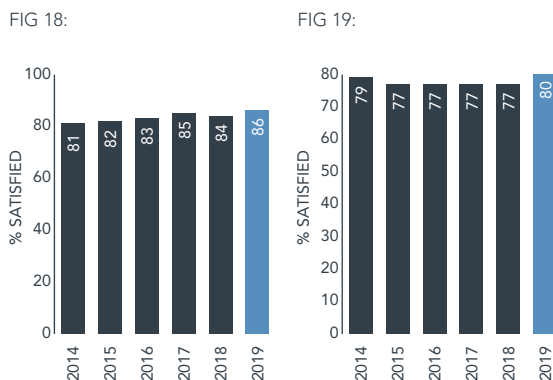


Figure 19: Community centres

The satisfaction with community centres increased to excellent.

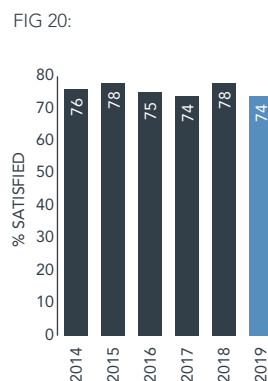
Source: Maribyrnong City Council Annual Community Survey

Council services – support for seniors

Council delivers and contract manages a range of in-home and community based support services to clients and their carers. These services are designed to support autonomy, independence and enabling clients to continue to be active participants within the community. Services are also designed to support carers through implementing support which facilitates carers to maintain their involvement within the community and participate in employment and training. In-home support services that are coordinated or delivered through Council include personal care, respite, domestic assistance, planned activity groups, delivered meals and home maintenance and modifications.

Figure 20: Services for seniors

Satisfaction with services for seniors has decreased and is classified as very good.



Source: Maribyrnong City Council Annual Community Survey

Council services – children, young people and families

Maternal child health – Council coordinates a range of free services to families with young children, from birth to school age, including immunisation and enhanced home visit programs. The Service offers all families 10 free Key Ages and Stages consults, which provide information, guidance and support on issues including breastfeeding/nutrition, child health and development, maternal health and wellbeing, child accident and injury prevention, family planning, positive parenting and new parents groups.

Early years development – Council manages the central registration for 3 and 4 year old kindergarten and long day care operated out of Council buildings and provides an occasional care program at MAC. Council delivers supported playgroups, and provides numerous parenting and child friendly activities across the municipality. Council also works with the community, other service providers and government to improve the health, development, learning and wellbeing of children.

Youth – Based out of the Phoenix Youth Centre, Council provides programs, activities and services for young people aged 12 to 25 years, including school holidays programs, recreational and volunteering opportunities, personal development, life skills and advocacy opportunities. Council also partners with cross-sector agencies, government and community stakeholders to improve the health and wellbeing outcomes for young people.

Figure 21: Services for children

Satisfaction with services for children continues to increase and is classified as excellent.

FIG 21:

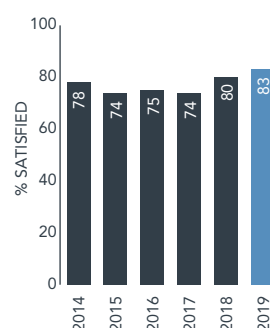


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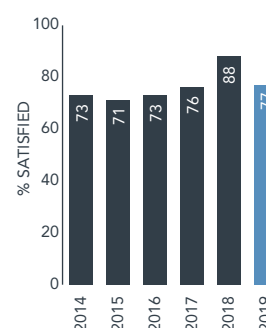


Figure 22: Services for young people

Satisfaction has slightly decreased, levels remain classed as excellent.

Figure 23: Maribyrnong Aquatic Centre (MAC)

Satisfaction continues to increase and is now categorised as excellent.

FIG 23:

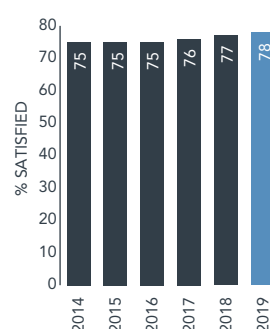


FIG 24:

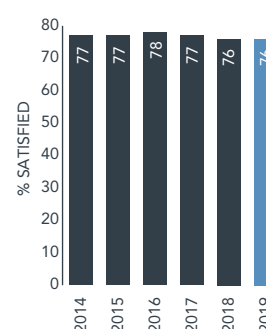


Figure 24: Sports ovals

Satisfaction remains stable and is categorised as very good.

Source: Maribyrnong City Council Annual Community Survey

Performance reporting

Table 8: Libraries and community centres

	2015/16	2016/17	2017/18	2018/19	2019/20
Number of visits to community centres	359,720	492,476	447,527	292,445	300,000
Number of participants in community centre programs	20,712	24,710	25,741	17,063	30,000
Number of visits to libraries	712,274	686,983	678,511	660,109	365,057*
Number of loans from libraries	731,691	652,632	653,991	633,029	484,803
Number of participants in library programs	21,804	27,745	24,508	26,266	27,367
Library collection usage	4	4	4	4	3
Number of library collection item loans/number of library collection items					
Standard of library collection	83%	80%	80%	81%	81%
(Number of library collection items purchased in the last five years/number of library collection items) x 100					
Active library members	18%	17%	16%	17%	16%
(Number of active library members/municipal population) x 100 ¹					
Cost of library service	\$5.44	\$5.74	\$5.95	\$6.32	\$38.55
Direct cost of the library service/population ²					

• Libraries were closed for 3 months due to COVID-19

1. This measure was affected by our COVID-19 closure. Although the figure for 19/20 is down on the previous 2 years, it reflects a strong increase in usage of our eResources during the closure.

2. This indicator is replacing the previous 'Cost of library service' indicator which was based on number of visits. The \$38.55 cost of library service, does not reflect the true cost of service per population, due to the closure of the libraries from 16 March 2020, as a result of the COVID-19 pandemic. Note: This is a new measure for 2019/2020 and replaces the previous direct cost of the library service/number of visits, which has been retired.

Table 9: Maternal and child health (MCH)

	2015/16	2016/17	2017/18	2018/19	2019/20
Participation in 4-week Key Age and Stage visit ¹	100%	97%	97%	96%	96%
(Number of 4-week key age and stage visits/ Number of birth notifications received)x100					
Infant enrolments in the MCH service	97%	100%	102%	102%	102%
(Number of infants enrolled in the MCH service (from birth notifications received)/number of birth notifications received) x 100					

Participation in the MCH service ²	80%	71%	75%	77%	76%
(Number of children who attend the MCH service at least one in the year/number of children enrolled in the MCH service) x 100					
Participation in the MCH service by Aboriginal children	63%	62%	70%	87%	89%
(Number of Aboriginal children who attend the MCH service at least one in the year/number of Aboriginal children enrolled in the MCH service) x 100 ³					
Cost of the MCH service	\$61.14	\$64.55	\$66.90	\$64.32	\$66.20
(Cost of the MCH service/ hours worked by MCH nurses)					

1. A less than 100% participation in 4-week Key Age and Stage Visit can be attributed to the COVID-19 pandemic. The participation 2019-20 financial year is still within the expected range. Participation in first MCH home visit has been retired.

2. Drop of one percent should be seen as a positive result due to the third quarter being reliant on telehealth consults for the vast majority of consultations due to COVID-19.

3. This slight increase would denote we continue to be highly engaged with our Aboriginal community, note that total number of clients enrolled in the service is 47, this includes children aged up to six years. Of enrolled children 2 years and under, there is 100% participation.

Table 10: Aquatic facilities

	2015/16	2016/17	2017/18	2018/19	2019/20
Number of visits to Maribyrnong Aquatic Centre	883,209	854,837	892,646	947,981	709,013
Utilisation of aquatic facilities	11	10	10	10	7
Number of visits to aquatic facilities/municipal population					
Health inspections of aquatic facilities	1	2	3	4	4
Number of authorised officer inspections of Council aquatic facilities/number of Council aquatic facilities					
Reportable safety incidents at aquatic facilities	1	2	0	1	*
Number of WorkSafe reportable aquatic facility safety incidents					
Cost of indoor aquatic facilities	\$0.26	\$0.31	\$0.61	\$0.88	\$2.09
Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities ¹					

*Reporting of this indicator has been retired

1. MAC remains closed since March 2020 due to the pandemic and there has been no user generated income during the period, while still incurring ongoing fixed expenses.

Council has undertaken substantial consultation and planning to commence the Footscray Wharf and Promenade Project. The wharf project includes a major revitalisation of the Footscray waterfront, better connecting community to the river and activating this important public space. This \$12 million project has received \$6 million in funding from the

State Government. Council launched the inaugural Maribyrnong River 'Many Hands Project' at the start of 2020 to invite more people to enjoy the ambiance of the river. This event was tied to the independently delivered Inflatable Regatta 2020 Maribyrnong, which attracted close to 2000 people to Henderson House Landing.





03 Quality spaces and places

Maribyrnong is a place of opportunity for business, employment and education. Council is working to support bustling employment hubs, through forging stronger partnerships with key stakeholders and attracting new industries. Council delivers the infrastructure and promotion to make Maribyrnong an undeniably attractive place to do business. This chapter includes a wide range of programs that seek to protect and enhance the city's economy, by attracting visitors through a packed Festival City calendar, ensuring a reputation for high quality and safe food, and providing business education and consultation.

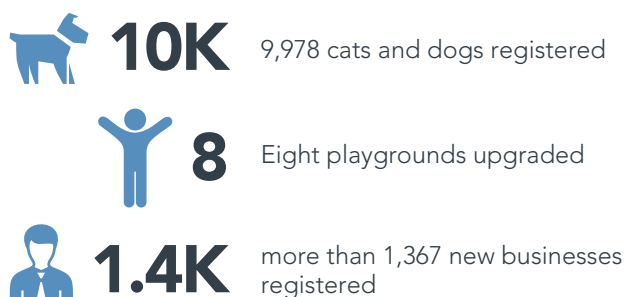


Table 11: Delivering Council's Priority Action Plan 2019/20

Council will lead the development of integrated built and natural environments that are well maintained, accessible and respectful of the community and neighbourhoods.

ACTION	2019/2020 GOAL	2019/20 OUTCOME
Strategy: Plan and deliver a diverse range of open space in natural and urban environments ^{HW}		
Indicator: Increased area of high quality open space that provides a range of leisure pursuits and experiences for active and passive participation		
* 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	● Completed
* Implement the Hansen Reserve Masterplan Stage 1 including a new regional play space	Hansen Reserve Masterplan Stage 1 implemented	● Completed
Develop a public realm improvement and coordination plan for Highpoint Activity Centre base upon Council's Planning and Urban Design Framework	Presented to Council for their consideration	● Incomplete
Strategy: Facilitate the renewal and development of contemporary community infrastructure that are multi-purpose and multi-generational ^{HW}		
Indicator: Community satisfaction with usage and participation		
Provide options for the development of community multi-use activity and sports spaces that are intercultural and intergenerational and provides strong health and wellbeing outcomes for the community	Feasibility study conducted providing options	● Incomplete

Strategy: Promote community safety through space activation, crime prevention partnerships, and amenity improvements ^{HW}		
Indicator: Increased perceptions of safety and satisfaction with use of local spaces		
In partnership with VicPol, maintain a high quality and functional CCTV network across the municipality	System reliability > 90%	● Completed
Strategy: Enhance public space and connection to place through visual and public arts ^{HW}		
Indicator: Improved visual amenity, design of public buildings and open space that reflects community diversity and character		
Deliver on the Public Arts Strategy 2019-2029 and progress year one actions by 30 June 2020	80% of year one actions progressed	● Completed
Strategy: Plan and deliver Council's capital works program		
Indicator: Program and works delivered within the required timeframes and to budget, scope and quality		
Complete construction of Council's Road Improvement Program	100% of contracts awarded contingent on external factors such as availability of contractors and materials	● Completed

* Major initiative

^{HW} indicates a health and wellbeing strategy

Of the seven Quality Spaces and Places actions under Council's Priority Action Plan 2019/20, 71 per cent were completed.

Major initiatives

Maribyrnong Open Space Strategy

Council developed the Maribyrnong Open Space Strategy, 2013-2031 to address gaps in the City's open space network, acknowledging that the City of Maribyrnong has the lowest percentage of open space relative to population compared to adjoining Councils. A five-year review of the Strategy highlighted the work Council has done to increase open space and improve the liveability of the City. This includes creating three small open spaces in Footscray in the Joseph Road precinct and purchasing 1.4 hectares of open space from Medway Golf Club to link the Maribyrnong River trail between Maidstone and Braybrook. Construction is underway in Hampstead Road, Maidstone to develop an inviting open space that covers 5,658 square metres and the former bus depot site in Seddon, 1,709sqm of land, was purchased for a future park.

Junior skills bike track

Hansen Reserve Junior Bike Skills Track and public toilet were completed and opened to the public in

June 2020. The new junior bike skills track is for riders of all abilities to learn and to improve their bicycle skills. BikeWest secured the State Government \$182,000 'Pick My Project' grant that partly funded the track and the cycle group helped design it. Council contributed \$193,000 to the project. These upgrades are part of the Hansen Reserve Masterplan which was endorsed by Council in 2018 and provides a framework for ongoing improvements to the park. This is in addition to the upgrade of eight playgrounds located in suburbs across the City over the course of the year.

Achievements

CCTV in partnership with VicPol

The \$250,000 Public Safety Infrastructure Fund Grant from the Department of Justice and Community Safety was used to install CCTV infrastructure and to broaden coverage of the existing CCTV network in the Footscray business district, with all footage accessible by Victoria Police. This partnership between Council and Victoria Police aims to improve levels of actual and perceived levels of safety within the city and reduce antisocial behaviour and crime.

Roll out of Public Arts Strategy

Objectives for 2019/20 of the Public Arts Strategy 2019-2029 was successfully delivered following adjustments due to COVID-19 restrictions. This includes a partnership with Jubilee Apartments to commission a major gateway public art sculpture at the entrance to the municipality via Hopkins Street Bridge and Council will continue its highly successful StreetWORKs mural program.

A six week series of street art capacity building workshops were also delivered across three local schools, in addition to the delivery of two smaller public art projects. Council's Public Art Commissioning Guidelines and Art and Heritage Collections Policy was also developed as part of the Strategy.

Road Improvement Program

To provide a safe and efficient road network, Council delivers an annual road improvement package which includes tendering for construction of new roads and maintenance, and 100 per cent of the package was successfully tendered and awarded this year. Works included the reconstruction of 36,866.5 square metres of road, while resurfacing was undertaken at Dyson Street, West Footscray; Winston Street, Maidstone; Dora Street, Braybrook; and Shackell Street, Kingsville. Intersection improvements included the installation of roundabouts and pedestrian crossings throughout the City. While a separated bike lane was installed at Eldridge Street, Footscray that gives cyclist a protected path from Footscray to Highpoint. Pedestrian path upgrades included the Maribyrnong River shared user path and paths at Cruickshank Park.

The Vision for Stony Creek

The Stony Creek Future Directions Plan 2020 was developed to improve accessibility along the creek and to highlight the natural and cultural heritage of the site. Stony Creek is a vital waterway that flows from the west through Braybrook, Tottenham, West Footscray and Yarraville to reach the Yarra River near the West Gate Bridge. Extensive community engagement was undertaken in relation to the plan with about 200 people completing online surveys and 80 people attending information sessions to provide feedback. The Plan recommended a new pedestrian bridge at Cala Street, West Footscray to create a safe link between neighbourhoods on the north and south banks, which has since been completed. Further recommendations include new rain gardens and wetlands to help improve the water quality of the creek and to increase flora and fauna in the local area.

Stony Creek Pedestrian Footbridge

Opened to the community in May 2020, the new Stony Creek Pedestrian Footbridge, and connecting ramps and paths, improve community safety and accessibility. It also ensures safe linkages between trails and neighbourhoods on the north and south side of the bridge, and between Cala Street and Beaumont Parade. The area is complete with new landscaping, and the project is part of the Stony Creek Future Directions Plan, which was endorsed by Council in February 2020. The bridge and connecting paths have been designed and constructed to meet Melbourne Water guidelines, and the new pedestrian footbridge is elevated above the 1 in 10 year flood level to help prevent blockages during flooding. Stony Creek flows from the west through Braybrook, Tottenham, West Footscray and Yarraville to reach the Yarra River near the West Gate Bridge.

Challenges

Improvements for Highpoint Activity Centre

The Public Realm Improvement Plan for the Highpoint Activity Centre will be delayed until consultation on Robert Barrett Reserve takes place in July 2020. The Robert Barrett Reserve consultation aims to create a concept for the future of the reserve which includes feedback on potential community facilities in and around the reserve. This information will help inform the development of the public realm plan for the Highpoint Activity Centre.

Multiuse sports space

Feasibility plans that investigate the development of a multiuse sports space will be incorporated into Council's Community Infrastructure Plan 2041. The Community Infrastructure Plan (CIP) has been developed, analysing the existing provision of community infrastructure by neighbourhood precincts. Gaps in provision will be identified as part of the review, taking into account what early years centres, Maternal and Child Health points of access, community meeting spaces, and libraries are currently available. The provision of leisure and recreation infrastructure will be incorporated into the plan by late 2020 to provide a comprehensive overview of the infrastructure provided to the community.

Outlook

Pipemakers Park

Upgrades will continue at Pipemakers Park in 2020. The open space improvements have been funded by a \$1million grant from the Victorian Government and have included upgrades to paths, furniture, signage, and the History of the Land Garden. The remaining works in 2020 will see construction of a new nature play playground that is inspired by the surrounding bushland character and the Wurundjeri theme of 'Layers of Country'. The 2019 improvements to the heritage buildings at Pipemakers Park have been partly funded by a Living Heritage Grant from the Victorian Government. Rectification works to the heritage listed Building 2 (previously known as the Preserving Department Building, built circa 1875 when the site was a meat preserving works) have made the building structurally stable, accessible and weatherproof.

Figure 25: Provision and maintenance of parks and gardens

Satisfaction has marginally decreased and remains at very good.

FIG 25:

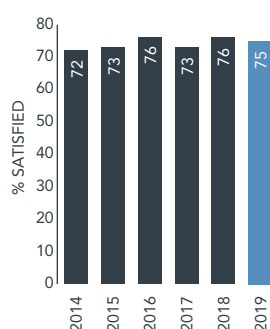


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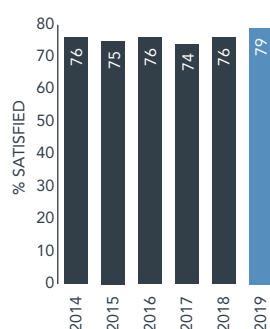


Figure 26: Provision and maintenance of playgrounds

Satisfaction has increased and is now considered excellent.

Source: Maribyrnong City Council Annual Community Survey

Council services – public safety

Council advocates for improved public safety and delivers syringe management, fire hydrant maintenance, public and street lighting and CCTV maintenance services.

Figure 27: Feeling safe during the day

This remains at a high level and is classed as extremely safe.

FIG 27:

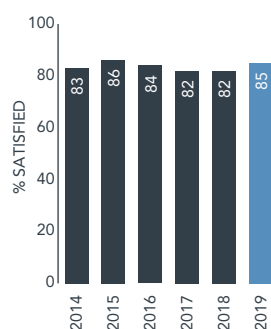


FIG 28:

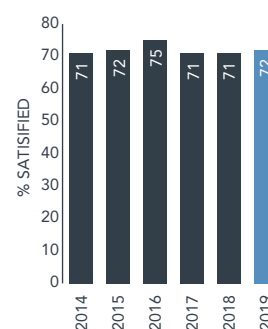


Figure 28: Provision and maintenance of street lighting

Community satisfaction has slightly increased and remains at good.

Source: Maribyrnong City Council Annual Community Survey

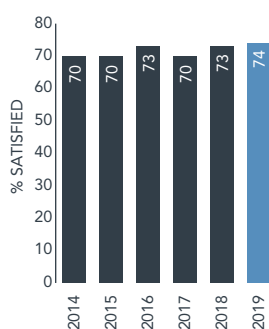
Council services – regulatory services

Council seeks to improve compliance with local laws, food safety, parking, animal management and building safety provisions. This broad remit encompasses lost pets and registration; building safety inspections and rooming house standards; swimming pool and spa safety; food safety and business registrations; and school crossings and parking regulations.

Figure 29: Animal management

Satisfaction has marginally increased and is categorised as very good.

FIG 29:



Source: Maribyrnong City Council Annual Community Survey

Performance reporting

Table 12: Animal management

	2015/16	2016/17	2017/18	2018/19	2019/20
Number of registered dogs and cats	8,819	9,614	8,438	9,518	9978
Animals reclaimed	39%	37%	48%	52%	33%
(Number of animals reclaimed/number of animals collected) x 100					
Animals rehomed ¹					28.35%
(Number of animals rehomed/ Number of animals collected)x 100					
Animal management prosecutions	4	6	3	5	100%
The percentage of successful animal management prosecutions ²					
Time taken to action animal management requests	1	1	1	1	1
Number of days between receipt and first response action for all animal management requests/number of animal management requests					
Cost of animal management service per population		\$8.49	\$7.33	\$8.06	\$7.53*

* Indicator is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals.

1. This is a new measure.

2. All matters presented to the Magistrates Court for prosecution resulted in a guilty verdict by the court. This figure is now represented as a percentage.

04 Growth and prosperity

Council will support diverse, well-planned neighbourhoods and a strong local economy. This includes supporting diversity in housing available with mixed dwelling sizes, affordability and varied density, helping new businesses and new enterprises to be established, increasing local employment opportunities by attracting new businesses while at the same time supporting initiatives that generate opportunities and pathways to employment. Council supports and creates a sense of community by hosting events and activities in open spaces and recognises the need to increase green spaces within activity centres. This contributes to the attractiveness of city centres and helps with maintaining and enhancing the quality and design of built environments. Council recognises that the community enjoys vibrant shopping strips and there's a need to encourage timely development of dormant, privately owned sites creating a city that residents and visitors enjoy.



1.5K

more than 1,500 trees planted annually



1.4K

more than 1,367 new businesses registered



678

678 planning applications received and 678 new dwellings approved

Table 13: Delivering the Council's Priority Action Plan 2019/20

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

ACTION	2019/20 GOAL	2019/20 OUTCOME
Strategy: Plan for diverse, high quality and affordable housing in appropriate locations that responds to community growth and needs ^{HW}		
Indicator: Dwelling numbers, type and affordability options meet the Maribyrnong Housing Strategy requirements.		
Continue to work with the Victorian Planning Authority in preparing a draft structure plan and associated planning controls for the Defence Site Maribyrnong	Draft structure plan and associated planning controls prepared by the Victorian Planning Authority in collaboration with Council	● Completed
* 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	● Completed
* Implement the draft Development Contribution Plan for the City	Planning scheme amendment prepared for the City	● Completed

Strategy: Support the business community and actively promote the city for business		
Indicator: Promotional strategies implemented, business training and support programs utilised and new businesses and jobs established		
In partnership with Victoria University, implement the Footscray University Town business plan, including a smart city initiative	Annual actions implemented and reported to Council by Quarter 4	● Completed
Strategy: Land set aside for employment is protected and enhanced		
Indicator: Economic growth and employment opportunities provided		
Continue to implement the strategic land use directions of Maribyrnong Economic and Industrial Development Strategy via the preparation of precinct framework plans or suitable planning policy	Precinct framework plan or suitable planning policy prepared and presented to Council	● Completed
Strategy: Provide high-quality public spaces that respond to local character, encourage economic vitality and are safe at all times		
Indicator: Streets and urban spaces are vibrant, engaging, well used and safe		
Coordinate precinct planning for the new Footscray Hospital precinct and the existing hospital precinct	Presented to Council	● Completed
Strategy: Manage planning applications in a timely manner to accommodate stakeholder and community expectations		
Indicator: Improved community satisfaction with quality and appearance of new developments		
Streamline the planning process so that 70% of all decisions are made within 60 days and 100% of all VicSmart applications are decided within 10 days.	70% of decisions on applications (excluding VicSmart) within 60 days	● Completed

* Major initiative

^{HW} indicates a health and wellbeing strategy

Of the seven Growth and Prosperity actions under Council's Priority Action Plan 2019/20, 100 per cent were completed.

Major initiatives

Housing Strategy

Maribyrnong's Housing Strategy was finalised in 2018 and lodged with the State Government in July that year in preparation for a planning scheme amendment to enable Council to implement the revised Strategy. However, State Government legislation changes have delayed the planning scheme amendment progressing. The State Government is working with all local governments in Victoria to prepare the new Planning Policy Framework (PPF). The PPF replaces the Municipal Strategic Statement with a new Municipal Planning Strategy and combines the State and Local Planning Policy Frameworks. Council officers have been working with the Department of Environment Land Water Planning (DELWP) to translate the local planning policy

framework and Housing Strategy (Amendment C154) into the new PPF structure.

Development Contribution Plan

Council prepared Amendment C164 to introduce the Maribyrnong Development Contributions Plan (DCP) into the Planning Scheme. A DCP is a planning tool that enables Council to require developers to make a contribution towards the provision of infrastructure such as community centres, roads and bike paths to meet the needs of our growing city. The Amendment applies to all land and new development with some exemptions. The DCP applies to building a new house on vacant land or additional houses, as well as new builds or extensions to non-residential development. It does not apply to alterations and additions to a house. The amendment is progressing and was placed on public exhibition in July 2020.

Achievements

Defence Site Maribyrnong

Council continues to contribute to the Maribyrnong Defence Site project. The draft Defence Site Vision document was prepared by Victorian Planning Authority (VPA) and Council is awaiting the release of the document to provide comment. The vision will influence the development of a Planning Framework for Defence Site Maribyrnong, which will have regard to the relevant State and Local Planning Policies and future infrastructure provisions. Council will work with the Victorian Planning Authority in preparing and reviewing the Planning Framework for Defence Site Maribyrnong and will continue to engage and advocate for community outcomes. The Defence Site Maribyrnong is a 127.8 hectare parcel of Commonwealth land located at 2 Cordite Avenue, Maribyrnong. The Department of Defence commenced an open market disposal process to sell the site on behalf of the Commonwealth. The project is considered a major urban renewal opportunity in an area already undergoing significant growth and transformation.

Footscray University Town

The Footscray Smart City for Social Cohesion (SC2) Project stems from the Footscray University Town (FUT) initiative, a partnership between Council and Victoria University which combines the efforts of both organisations to align University, business and community interests and activities as referred to in the FUT business plan. Council is undertaking a number of smart city initiatives to support the creation and growth of a vibrant, diverse and progressive city striving for a sustainable future. Smart City technology provides data and information that is used to improve the experience of visitors and residents in a city. As part of the project Council has successfully installed digital kiosks in Footscray Park that promote information about the city; air quality sensors; traffic counting devices to regulate traffic; and an expansion of the free public WiFi network.

Precinct plans

The planned update of the Central West Major Activity Centre Structure Plan commenced in February 2020 with public consultation but was delayed due to the onset of COVID-19 concerns. This in turn impacted the delivery of the Issues and Opportunities paper. It is anticipated that the draft structure plan update will be

presented to Council in late 2020. The Structure Plan, which will set the overall direction for development in Central West, provides an understanding of the current and future economic conditions facing the centre, as well as other amenity, public realm and infrastructure improvements required to support it as a vibrant and attractive place to establish business.

Health and Education Precinct

Council developed a New Footscray Hospital and Education Precinct Advocacy Plan in November 2019. This plan outlines an approach to maximise community, economic and environmental benefits for Footscray and the municipality when the State Government's new hospital is built. The new hospital will be developed on the Victoria University car park site on the corner of Ballarat and Geelong roads, and Council is keen to optimise the value that the new hospital will bring to this site and to start planning for the urban regeneration of the old Footscray Hospital (between Eleanor and Gordon Streets) when this site is decommissioned. The new hospital offers significant employment, both in construction and operation phases.

Streamlined planning process

The success of the previous year continued, so that 78% of all decisions (excluding VicSmart) were made within 60 days for the 2019/20 financial year. In April, Council made 62 decisions, facilitating \$11.5 million worth of private construction work in the city. Council works to a target of ensuring 70 per cent of all decisions are made within 60 days.

Business pledge

A pledge to boost supportive measures for small business was signed by Council and the Small Business Friendly Council. In signing the initiative's Charter, Council committed to a range of measures including supporting local business networks, paying small businesses promptly and helping to manage impacts to trade caused by infrastructure works.

BID Grants

Council's annual Business Improvement District (BID) grant program for projects across our city's business districts continued in 2019 supporting projects such as running an informative campaign for local business about the State Government's plastic bag ban for all retailers (from November 2019) and providing

reusable bamboo fibre tote bags for customers. The grants supported business activity centre events for Halloween, Christmas and Easter, along with other projects.

Businesses adapt

There are many businesses in the City of Maribyrnong that have been quick to adapt to the COVID-19 restrictions. Traders have adjusted their products and services to include online purchases, pick-up and delivery options and safe distancing measures to keep the local economy pumping. Other businesses have also changed their products to meet growing demand. Council has helped businesses with marketing and promotion on social media and in newspapers, and businesses were offered skills workshops, a financial relief package and other support.

Maribyrnong River Fun

Council launched its first Maribyrnong River event to share the ambience of the area with the community as part of the 'Many Hands Project' that took place in February to March 2020 near the Footscray Community Arts Centre. The project included free lawn games in addition to blacksmithing activities held every fortnight. The launch coincided with the independently delivered Inflatable Regatta 2020 Maribyrnong on 29 February which started at the Footscray Rowing Club, with 2,000 participants paddling down the Maribyrnong finishing in Footscray at Grimes Reserve.

Facility upgrades

Community Centres and Libraries across the City have welcomed a range of upgrades, including roof repairs at Maidstone Community Centre and Yarraville Library. Further improvement works include a new kitchen and bathroom at Maribyrnong Library and Maribyrnong River Children's Centre; fresh paint, new joinery and floors at Brenbeal Children's Centre; new shade sails at Maribyrnong Children's Centre, and new shade sails and an improved acoustic space at Phoenix Youth Centre.

Sporting facilities and outdoor spaces

Public outdoor spaces and community sporting facilities across the municipality have received ongoing upgrades to improve community accessibility and usability. Works include upgrades to Kindersmith Reserve, Henry Turner North Pavilion, Seddon Cricket Club, Johnson Reserve, Yarraville Oval,

Henry Turner North Reserve Rosamond Road Tennis Pavilion, Footscray Hockey Centre, Angliss Reserve, and Yarraville Gardens. A State Government grant contributed to the floodlight upgrades at Kindersmith and Angliss Reserves.

Good news at Hall Street/Hyde Street intersection

There has been no recorded vehicle incidents at the intersection at Hall Street/Hyde Street, Yarraville since its upgrade in 2017. Prior to the upgrade, there was community concern about visibility issues and safety at the intersection and 10 casualty crashes were recorded between 1 January 2011 and 31 December 2015 at the site. After collecting traffic volume and speed data in 2015, Council submitted the project to VicRoads for funding. In 2017, a flat speed hump at the Hall Street/Hyde Street intersection was installed with green paint added to the existing bike lanes and in 2018, 40 km/hr speed signs were introduced to the area. Following these updates no injury crash has been recorded at the intersection to date, and concerns about safety at the intersection have not been raised with Council.

Challenges

Adapting festival grants

Festivals play an important role in supporting Maribyrnong's tourism strategy, boosting the economy and building the community. In 2019, supported festivals in the City included Fringe Westside, Ethiopian New Year Festival, Due West Arts Festival, Eat Drink Westside, East Meets West Lunar New Year Festival, Midsumma Festival, and the Human Rights Arts Film Festival. Due to COVID-19 the festivals calendar in 2020 was adjusted with some festivals being delivered online. As a result Council adapted its Festival City Grants Program 2020/21, expecting that the 'new normal' will require further online events. Additional changes include opening applications up to businesses and entrepreneurs registered in the City of Maribyrnong, where in previous years only not-for-profit organisations could apply, and giving funding priority to applications that best demonstrate benefits to local business, local suppliers and contractors and those that present contemporary experiences and will attract new visitation to the City's key activity centres. These changes intend to provide further support to the local business community.

Outlook

North and West Melbourne City Deal

Maribyrnong is one of 13 Councils working with the State Government and other partners to develop and deliver the North and West Melbourne City Deal Plan, a blueprint for the region to respond to the impacts of the COVID-19 pandemic in the immediate and medium-term, and to reform the economy for the future. The proposal is expected to help create 300,000 new jobs and reboot business. It aims to unlock employment and economic development opportunities centred on the eight key precincts of Broadmeadows, Cloverton/Beveridge, Cobblebank, Epping, Footscray, La Trobe, Sunshine and Werribee. For Footscray it includes such projects as the new Footscray Hospital and Footscray University Town, West Footscray Community Facilities Plan – RecWest Redevelopment and the Footscray Library, Community and Central Hub – NeXT. An announcement regarding the details of the deal are expected in late 2020.

Council services – statutory planning

Town planning – Council implements the Maribyrnong Planning scheme in accessing and deciding applications for planning and building permits. Council also monitors and enforces planning permit compliance.

Figure 30: Accessibility of planning information and advice

Community satisfaction decreased, it is based on a small sample of just 29 respondents.

FIG 30:

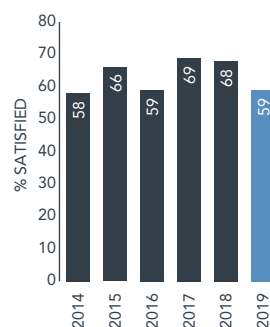


FIG 31:

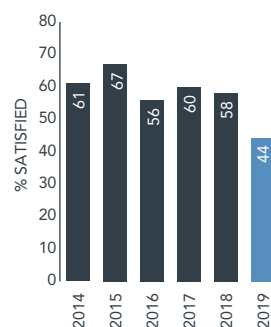


Figure 31: Community consultation and involvement in statutory planning

Community satisfaction decreased, it is based on a small sample of just 29 respondents.

Source: Maribyrnong City Council Annual Community Survey

Council services – strategic planning

Strategic planning – in response to population growth and other trends, influences and policy directions, Council guides strategic land use and development through the Maribyrnong Planning Scheme, ensuring land is available for housing while protecting heritage sites, industrial land and open space. Council also provides advice and property information to owners and developers.

Figure 32: Quality and appearance of new developments

Satisfaction increased and remains ranked as good.

FIG 32:

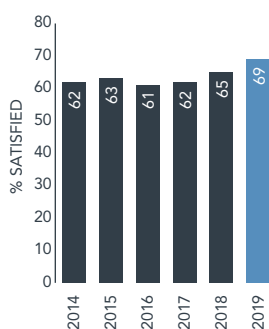


FIG 33:

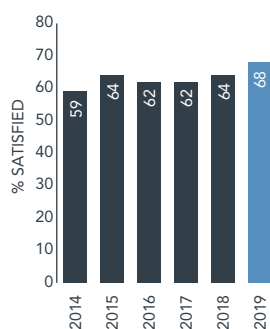


Figure 33: Maintaining local heritage and sites of significance

Satisfaction has substantially increased and is now ranked as good.

Source: Maribyrnong City Council Annual Community Survey

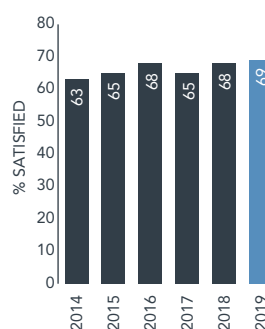
Council services – economic growth

Council assists the business community in establishing and growing their business by providing training and networking opportunities, promotion and marketing of Maribyrnong as a business location, and improving retail precincts.

Figure 34: Promoting local economic development

Satisfaction continues to increase and remains ranked as good.

FIG 34:



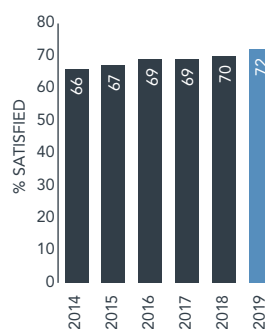
Council services – maintenance and cleaning of shopping strips

Council creates a cleaner, healthier city by promptly removing and preventing graffiti, regular street cleansing and removing litter.

Figure 35: Maintenance and cleaning of shopping strips

The level of satisfaction for cleaning of shopping strips increased and is now categorised as very good.

FIG 35:



Source: Maribyrnong City Council Annual Community Survey

Performance reporting

Table 14: Statutory planning

	2015/16	2016/17	2017/18	2018/19	2019/20
Planning applications received	960	848	867	707	678
Planning application decisions	740	886	781	697	689
Time taken to decide planning applications	89	95	112	116	103
The median number of days between receipt of a planning application and a decision on the application					
Planning applications decided within required timeframes	64%	69%	63%	72%	81%
Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits/ number of application decisions made ¹					
Victorian Civil and Administrative Tribunal (VCAT) decisions	44	28	21	24	34
Council planning decisions upheld at VCAT	79%	68%	81%	75%	85%
(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 application) x 100 ¹					
Cost of statutory planning service	\$1,797.58	\$2,134.80	\$2,240.06	\$2,703.72	\$2,915.40
Direct cost of the statutory planning service/number of planning applications received					

1. Council continues with a high success rate at VCAT, with majority of Council decisions upheld. Council participates in VCAT mediated outcomes, with a significant number resolved prior to a Hearing.

Table 15: Festival and community grants

	2015/16	2016/17	2017/18	2018/19	2019/20
Festival grants – total funds available	\$312,900	\$312,900	\$312,900	\$312,900	\$363,545
Community grants – total funds available	\$160,000	\$160,000	\$169,000	\$170,000	\$170,000

Table 16: Food safety

	2015/16	2016/17	2017/18	2018/19	2019/20
Time taken to action food complaints	4 days	2 days	1 day	1 day	1 day
Number of days between receipt and first response action for all food complaints/number of food complaints					
Food safety assessments ¹	100%	100%	99%	100%	100%
Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> /number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>					
Critical and major non-compliance outcome notifications	82%	100%	101%	100%	100%
(Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises) x 100					
Cost of food safety service	\$917.90	\$693.30	\$587.73	\$477.67	\$520.45
Direct cost of the food safety service/number of food premises registered or notified in accordance with the <i>Food Act 1984</i>					

1. All non-compliances identified have been processed as required.





05 Mobile and connected city

Council will plan and advocate for a safe, sustainable and effective transport network. Council understands the community's need for more pedestrian and cycling connections along the waterways and is working to achieve this along with safe, connected cycling links to Melbourne CBD. This includes creating safer, well delineated bike paths, improved public transport frequency and cross town connections. Council recognises the community's need for less truck traffic on residential streets and is working towards addressing these concerns in addition to introducing traffic calming measures to combat traffic congestion and creating well maintained roads and footpaths.



36K

36,866.50 square metres of sealed local roads reconstructed



4.8K

4,834.5 square metres pedestrian and bike paths installed



38

38 remote controlled smart lights installed

Table 17: Delivering Council's Priority Action Plan 2019/20

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

ACTION	2019/20 GOAL	2019/20 OUTCOME
Strategy: Create a connected pedestrian and bicycle friendly city ^{HW}		
Indicator: Safer and integrated pedestrian and bicycle networks		
Undertake a review of the Maribyrnong Walking Strategy 2011 to guide quality pedestrian improvement outcomes in the city	Strategy presented to Council	● Completed
Strategy: Support the development of sustainable transport options to reduce truck traffic and pollution ^{HW}		
Indicator: Cleaner, safer and less congested residential streets and neighbourhoods		
Continue to work with the West Gate Tunnel Project Authority, project partners and stakeholders on the West Gate Tunnel Project to optimise community benefits	Liaison with the West Gate Tunnel Project Authority, project partners and stakeholders conducted through monthly meetings	● Completed
Strategy: Improve amenity and reduce traffic congestion through local area traffic management		
Indicator: Reduced traffic speeds and volumes, and improved road safety		
* 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	● Completed
Strategy: Work with the State Government on improved North South freight traffic linkages (Ashley Street/Paramount Road)		
Indicator: Additional road capacity and alternate routes that ease congestion, improve transit and increase economic opportunities		

Advocacy opportunities through Western Transport Alliance, VicRoads and other groups	Meetings attended, partnerships encouraged and papers submitted on Council's position regarding relevant matters	● Completed
Strategy: Provide locally responsive and safe parking throughout the city		
Indicator: Parking management precinct plans prepared and implemented		
Implement Council's Parking Management Policy	Parking Management Policy implemented in 4/8 precincts including Footscray CBD, Yarraville, Seddon and Footscray Hospital	● Completed
Strategy: Develop an Asset Management System		
Indicator: System developed and aligned to ISO 55000		
Inspect and maintain all assets within the road reserve, to ensure compliance with the requirements of Council's Road Management Plan	100% compliance with Council's Road Management Plan	● Completed
* Conduct a cost benefit analysis (CBA) on data collection tools and models for the building renewal program	Preparation and approval of the CBA	● Incomplete
* 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	● Incomplete
* Implement the Fleet Management System using AusFleet and produce a fleet policy and manual	Staged implementation of the following Au fleet Modules: Fleet Fuel Cards, Maintenance Management, Pre Start Check Lists and CoR Compliance	● Completed
* Develop the 10 Year Asset Management Plan	Asset Management Plan approved and compliant with the new Local Government Act	● Completed
Strategy: Develop the city as a 'smart city' using technology initiatives to manage the city's resources and services in more effective ways		
Indicator: Projects and partnerships identified to deliver sustainable social, economic and urban developments		
* Implement and deliver the Footscray Smart City for Social Cohesion (Footscray SC2) Program	Phase 1 Footscray SC2 successfully implemented	● Completed

* Major initiative

^{HW} indicates a health and wellbeing strategy

Of the 11 Mobile and Connected City actions under Council's Priority Action Plan 2019/20, 82 per cent were completed.

Major initiatives

West Footscray traffic management

To improve amenity and reduce traffic congestion, the West Footscray Local Area Traffic Management Study (LATM) was completed in April 2019. This was an addition to progressing Council's safer roads objectives with a reduction of speeds to 40km/h in Footscray CBD, Kingsville and Yarraville by the end of June and the installation of traffic management measures in Braybrook. The design for the LATM delivery for the next financial year was completed in June and the tender is expected to be released in July 2020.

Fleet Management

Council developed the Fleet Management System using AusFleet and produced a fleet policy and manual. The policy helps Council manage its fleet in terms of financial investment, longevity and asset management and acknowledges the proposition to transition to vehicles that are driven by alternative technology in support of Climate Emergency objectives.

Smart City

Council successfully installed three digital kiosks in Footscray that promote information about the City. In addition 78 smart city devices that provide feedback, such as air quality sensors in key parts of Footscray, traffic counting devices to monitor traffic and an expansion of the free public WiFi network, have been installed. The Footscray Smart City for Social Cohesion (SC2) Project stems from the Footscray University Town (FUT) initiative, a partnership between Council and Victoria University which combines the efforts of both organisations. The project was developed with a \$400,000 Federal Government grant, in addition to \$350,000 in funding from Council and \$100,000 from Victoria University.

Keeping it clean

Keeping our streets clean, roads smooth, buildings in good shape and parks greener is part of Council's management of assets. The 10 Year Asset Management Plan project reviews all asset management practices undertaken by Council. Assets can range from infrastructure such as buildings, land and roads to vehicles, equipment and other property owned by Council. The review, undertaken over two years, identifies and recommends how Council should manage and maintain assets and plan for replacement of aged infrastructure. It provides a 10 year forecast

of the cost to maintain and replace infrastructure. This review also assesses the supporting policies and strategies that enable the management of all Council's assets. This review has produced the draft 10 Year Asset Management Plan which will aim to achieve the International Standard (ISO 55000) of Asset Management over the next 10 years. The draft Asset Management Plan is expected to be presented to Council in September 2020.

Achievements

Maribyrnong Walking Strategy

A review of the Maribyrnong Walking Strategy 2011 was undertaken by Victoria Walks with suggested improvements to guide improved pedestrian movement across the City. Council aims to develop a principal pedestrian network to support walking as a preferred mode of transport for short trips, prioritise improvements to the pedestrian environment in particular to local destinations, and improve the walking experience throughout the City.

West Gate Tunnel partnerships

The West Gate Tunnel Project continues to be one of the most significant infrastructure developments in the west and Council continued to work with the West Gate Tunnel Project Authority, project partners and stakeholders on the West Gate Tunnel Project to optimise community benefits. This included supporting the promotion of the availability of community grants through the West Gate Tunnel Neighbourhood Partnerships Fund. Council also prepared for community engagement on the proposed closure of Harris Street (between Hyde and Cowper Streets) to allow for a cycle way and landscaping. The West Gate Tunnel Project is expected to reduce traffic congestion and alleviate freight traffic on the municipality's streets.

Advocacy on transport infrastructure

Council has advocated for the inclusion of a viable north-south freight connection (outside of residential areas) in the next state budget, and the decision now sits with The Minister for Transport. This advocacy is one of the objectives of the Western Transport Alliance, a group representing the western region municipalities. The group is actively pursuing a number of actions that include improved public transport connectivity for growing populations like those expected at the Maribyrnong Defence Site, better transport to connect people to employment hubs and making cycling an attractive choice by completing the strategic cycle

connection between Sunshine, Footscray and the Melbourne CBD.

Bicycle Strategy

Bicycle improvements across the City will be directed by a 10-year Bike Strategy that was endorsed by Council in April 2020. The focus of the Strategy is to improve Council's bicycle network to encourage local trips to schools, shops and stations on Council owned roads rather than those managed by the State Government. Council completed the City's first separated bike lane on Eldridge Street Footscray, with small islands being built to protect riders from car traffic and car doors. Eldridge Street forms part of a strategic link between Footscray and Highpoint and is adjacent to Footscray High School, the Kinnears development and the new Quarry Park mountain bike park. Other projects that have been delivered this year include additional bike parking in local shopping strips, train stations (Seddon and Yarraville) and at local recreational facilities. The community, including BikeWest, a cycling and advocacy group in Melbourne's West, provided feedback and helped contribute to the development of the Strategy.

Parking management

When the COVID-19 restrictions were put in place from March 2020 and residents were asked to stay home, Council took a number of measures to help residents through this challenging period, which included not enforcing timed 'green zone' restrictions. When restrictions ease and more cars are back on the road, timed parking in green zones will resume in accordance with Council's Parking Management Policy. Council enforced parking fines aimed to ensure the safety of drivers and the community at locations such as red signed areas for no stopping, loading zones and bus stops. Continued monitoring was essential to prevent people from parking in dangerous locations, clearways, and no stopping zones and to ensure emergency vehicles, transport and delivery vehicles have access to available parking bays as required. Parking Management Policy continues to be implemented.

Road inspections

There has been a proactive and reactive inspection of the road network completed in line with Council's Road Management Plan, resulting in a compliance rate of 98.1 per cent. Keeping roads safe for drivers is always important in the City of Maribyrnong, which has a high number of road users as it is a western gateway to Melbourne. The inspection has the added benefit of

ensuring Council budgets appropriately to maintain its road network as part of its asset renewal program.

Challenges

Asset management practices

Information systems like CIVICA help Council keep track of scheduled maintenance works for Council owned property. To improve Council's asset management, Council continues to review its Asset Management System and continues to evolve its IT systems for Asset Management (CIVICA and GIS). This continuous improvement process ensures Council has up-to-date information on assets and can use this data to respond to scheduled and unscheduled maintenance, and the timely replacement of assets such as buildings, roads and footpaths in addition to cost projections for future asset works. This work is aligned with the draft 10 Year Asset Management Plan and will be aimed at achieving the International Standard (ISO 55000) of Asset Management over the next 10 years. The draft Asset Management Plan is expected to be presented to Council in August 2020.

Data collection

The work relating to the draft Asset Management Plan, which includes a cost benefit analysis (CBA) on data collection tools and models for the building renewal program, is expected to be tabled at Council in August 2020. This work is already included in the 10 Year Asset Management Plan and is supported by independent asset management reports relating to Council's roads and fleet.

Outlook

Vietnamese Cultural and Heritage Centre

A Vietnamese cultural and heritage centre may well be the next draw card to Footscray. This follows the Council meeting on 4 August 2020 where an expression of interest to purchase the site at the back of 220 Barkly Street, Footscray was received from the Vietnamese Museum Australia for the purpose of creating a cultural centre. Our Maribyrnong Tourism Visitation Strategy 2017 highlighted the potential to boost tourism to our City with the development of a Vietnamese cultural and heritage centre in Footscray. This builds on cultural attractions such as the Little Saigon market precinct with the magnificent Welcome Arch, the Quang Minh Temple and the array of authentic Vietnamese cuisine available in Footscray.

Council services – roads and footpaths

Council improves the safety of road users, pedestrians and cyclists by constructing, maintaining and upgrading the City's large network of local roads, footpaths, bicycle and shared paths, drains and traffic signals.

Figure 36: On and off road bike paths

Satisfaction with the maintenance and repairs to on and off road bike paths reduced slightly and remains categorised as very good.

FIG 36:

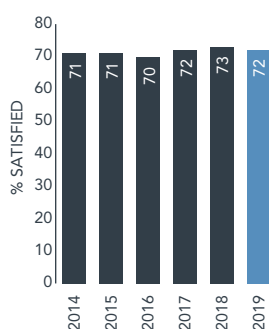


FIG 37:

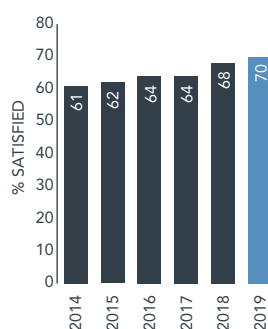


Figure 37: Maintenance and repair of footpaths

Community satisfaction with maintenance and repair of footpaths continues to increase and remains ranked as good.

Source: Maribyrnong City Council Annual Community Survey

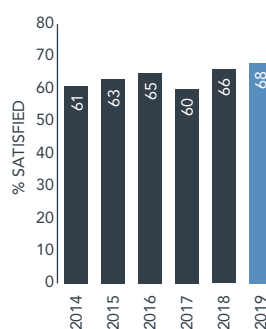
Council services – traffic management

Council plans and advocates for a functional, sustainable and safe bike and pedestrian friendly transport and traffic management system that meets the community's needs. Council also has oversight for school crossings, road safety initiatives, parking machines, tickets and fines.

Figure 38: Council services – traffic management

The importance of traffic management continues to increase and satisfaction remains ranked as good.

FIG 38:



Source: Maribyrnong City Council Annual Community Survey

Performance reporting

Table 18: Roads

	2015/16	2016/17	2017/18	2018/19	2019/20
Sealed local road requests	86	123	105	114	133
(Number of sealed local road requests/kilometres of sealed local roads) x 100					
Sealed local roads below the intervention level coordinator	81%	82%	86%	91%	94%
(Number of kilometres of sealed local roads below the renewal intervention level set by Council/ kilometres of sealed local roads) x 100					
Satisfaction with sealed local roads	65	67	66	69	71
Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads ¹					
Cost of sealed local road reconstruction	\$180.85	\$169.07	\$123.02	\$169.48	\$173.11
Direct cost of sealed local road reconstruction/ square meters of sealed local roads reconstructed					
Cost of sealed local road resealing	\$47.84	\$0	\$33.14	\$34.65	\$0
Direct cost of sealed local road resealing/square meters of sealed local roads resealed					

1. Increased efficiency and compliance to the Road Management Plan in the past year can be attributed to customers' satisfaction in sealed roads.





06 Clean and green

Council strives for a clean, healthy city for people to access open spaces, cleaner air and water and respond to climate change challenges. This includes increasing tree planting; reducing climate change impacts through leadership, community support and education; improving Footscray CBD amenity particularly regarding rubbish and graffiti; diverting more waste from landfill; responding to and preventing illegally dumped rubbish; improving recycling, hard rubbish and green waste collection services and regenerating and protecting water ways, native habitats and biodiversity.



10K

10,070 households subscribing to green waste bins



1.5K

More than 1,500 trees planted



7.5K

7,514 tonnes recycled

Table 19: Delivering Council's Priority Action Plan 2019/20

Council will strive for a clean, healthy City for people to access open spaces, cleaner air and water and respond to climate change challenges.

ACTION	2019/20 GOAL	2019/20 OUTCOME
Strategy: Deliver an urban forest strategy and a sustainable urban tree population ^{HW}		
Indicator: An increase in the urban tree network of minimum 1,500 per annum		
Increase trees in Maribyrnong's streets, parks and urban centres by a minimum 1,500 per year	Number of trees established > 1,500	● Completed
Strategy: Improve the City's resilience to environmental challenges and in particular air quality ^{HW}		
Indicator: Improved air quality through a range of measures including increased tree canopy and greening of urban centres		
Prepare an environmental policy targeting climate change and utilising research from other relevant bodies	Cost effective risk mitigation strategies for climate change and air quality developed and discussed with internal and external stakeholders	● Completed
Establish targeted climate change education and engagement programs with clearly articulated and measurable outcomes	Compliance with the agreed measurable outcomes using the Environmental Impact and Aspect Register and in Council Plan 2017-21 strategic objectives are met	● Completed

Strategy: Progress Zero Carbon Maribyrnong ^{HW}		
Indicator: Annual compliance with zero carbon corporate emissions		
Reduce reliance on carbon offsets for 10,000 tonnes of carbon dioxide	Annual Zero Carbon Report Compliance Statement produced with all reasonable and practicable offsets and savings investigated	● Completed
Strategy: Improve the visual presentation, cleanliness and amenity of the City		
Indicator: Improved cleanliness in Footscray CBD with less graffiti, dumped rubbish and complaints		
Deliver the Graffiti Management Program.	Incidents of reported graffiti reduced by 10%	● Completed
Deliver the illegally dumped rubbish inspections' program	Program delivered	● Completed
Monitor the effectiveness of the integrated amenities program and performance plan and respond as required with further strategies	Monthly statistical reporting against key performance indicators for graffiti, illegally dumped rubbish and street scape entering and leaving the City	● Completed
Strategy: Substantially increase Council's waste diversion rate		
Indicator: Kerbside waste diversion improved from 34% to 46% by 2019-20		
Waste diversion measures are currently being implemented for Food Organics Garden Organics, organic digesters, clothing, textiles and e-waste.	Annual measures met for waste diversion	● Completed
Strategy: Reduce consumption of potable water in Council operations and promote water conservation to the community		
Indicator: Water consumption decreased in Council facilities and increased community awareness of water conservation		
Conduct a review of potable water consumption and bench mark against industry standards	Targets reviewed in water consumption policy, strategy, resources and funding	● Incomplete
Strategy: Incorporate Ecologically Sustainable Design (ESD) and measures in Council buildings		
Indicator: Improved building energy efficiency and thermal comfort levels		
Continue to implement and monitor the Ecologically Sustainable Design (ESD) Policy and its planning, design and construction effectiveness	Five projects audited to ensure compliance and effectiveness with the ESD policy	● Completed

Strategy: Maintain healthy and protected waterways		
Indicator: Water quality measures improved		
Work with Melbourne Water to deliver Water Sensitive Urban Design (WSUD) Guidelines for Maribyrnong	Draft WSUD Guidelines presented to Council	Completed
Strategy: Educate the community on environmental issues and best practice in waste management		
Indicator: Increased number of community members participating in environmental education programs		
Develop Council's environmental management policy and associated strategies	Food Organics and Garden Organics trials conducted, grant applications to Sustainability Victoria and Department of Environment, Land, water and Planning completed and data from Recycle Right, bin identification and registration monitored through monthly KPI reporting from waste and recycling sites	Completed

^{HW} indicates a health and wellbeing strategy

Of the 12 Clean and Green actions under Council's Priority Action Plan 2019/20, 92 per cent were completed.

Achievements

Tree planting

There were more than 1,500 trees planted across the City to beautify streets and enhance parks and activity centres. National Tree Day was celebrated in 2019 with 1,000 new trees planted along the Maribyrnong River. Trees were also planted at locations such as Cruickshank Park, Lower Stony Creek and Thompson Reserve, Pipemakers Park and Wembley Reserve, while trees were also planted in various locations throughout Footscray. Tree planting helps reduce summer temperatures through increased canopy cover, reduces storm water run-off, provides a habitat for local wildlife, and captures airborne pollutants. Council has planted a combination of native and exotic trees that are resilient and adapt well to urban environments. Tree planting measures are part of Council's Urban Forest Strategy framework and supports the Greening the West initiative, which has a target to double tree canopy cover in the west by 2050.

Environmental award

Council was presented with the Protection of Environment Award at the Keep Victoria Beautiful Sustainable Cities 2019 Awards for conservation work along the Braybrook section of the Maribyrnong River. The Braybrook river bank, known as a riparian habitat for plants and animals, was infested with noxious weeds such as Chilean Needle Grass and Serrated Tussock, preventing the growth of native fauna that encouraged wildlife to live in the area. In order to increase habitat and biodiversity of native flora and fauna, weeds along the riparian zone were removed by Council. The community embraced the rehabilitation of the site by planting more than 2,000 native plants at National Tree Day events. This year a new record was set with the community planting 1,000 plants in under an hour, transforming the site.

Air quality

The Inner West Air Quality Control Reference Group with representatives from the community, local councils and community groups, has finalised and submitted

a report to the Victorian Government, which covers the feasibility and prioritisation of actions to address air quality issues in the inner west. The Draft Climate Emergency Strategy is scheduled to be presented to Council in September 2020.

Climate Emergency

In 2019, Council acknowledged a state of climate emergency that required urgent action by all levels of government. The acknowledgement recognised that, as a Council and as a community, urgent action was needed to create a safe climate. To meet this challenge, Council invited members of the community to join a Climate Emergency Community Advisory Group to work with Council to develop a Draft Climate Emergency Strategy. In January 2020 the Climate Emergency Community Advisory Group was formed, and between April and July 2020, the Group worked with Council towards the development of a Climate Emergency Strategy. The Draft Climate Emergency Strategy is expected to identify strong, overarching goals that Council can take to prevent further contribution to climate change, and to transition to zero emissions and beyond. This Draft Climate Emergency Strategy is the first strategic document for Council regarding the Climate Emergency. As part of this work a Draft Environmental Impact and Aspect Register will be included along with climate change education and engagement programs.

Power Purchasing Agreement

Maribyrnong is one of 47 Victorian Councils participating in what is believed to be Australia's largest Local Government Power Purchasing Agreement (PPA) ever. The PPA enables Council to significantly reduce carbon emissions from electricity, as it will purchase 100 per cent renewable wind or solar energy. There is also expected to be significant cost savings under the PPA. The collective buying power of the 47 Councils pooling their electricity loads, provides a great opportunity to secure good pricing from the market. The PPA is scheduled to commence 1 July 2021.

Zero Carbon Maribyrnong

Council is working towards a 'Zero Carbon Maribyrnong' which aims to reduce reliance on carbon offsets for 10,000 tonnes of carbon dioxide. A power purchase agreement (PPA) is the preferred approach to address this issue. However, Council has continued to reduce reliance on offsets with the installation of new

solar PV which saved 80 kWh. Carbon offsets continue to be purchased to meet zero carbon commitments until the PPA is in place.

Strain the drains

To protect our waterways, Maribyrnong City Council along with five other Victorian Councils, participated in the 'Let's Strain the Drains' project supported by the Victorian State Government.

The project involved installation of litter traps along stormwater drains, there were 20 placed throughout the City of Maribyrnong, which are monitored every six weeks to collect data on the quantity and types of litter accumulated. This data will then be compared to that of neighbouring Council's involved, enabling the source of the litter to be identified and actions taken to prevent these types of litter from entering our waterways. Some of the most common types of litter which enter our waterways are cigarette butts, plastic items, food packaging, and beverage containers.

Keeping on top of amenity issues

Council's amenity team has been quick to respond to increased reports of graffiti which has risen during the period of COVID-19 restrictions, while graffiti hot spots continue to be monitored across the City as part of Council's proactive inspections on a weekly basis. The team also continues to keep the City looking neat and tidy, all shopping districts are cleaned with regular pressure washing and the team picks up litter. Additionally the municipality's streets and laneways are regularly swept and maintained and illegally dumped rubbish is inspected, reported and removed promptly. This proactive approach is directed by Council's integrated amenity program. Monthly statistical performance reporting against these key measures has been introduced as planned, and performance results indicate that the integrated amenity plan is providing increased benefit to the community.

Illegally dumped rubbish

Following the introduction of COVID-19 restrictions, leaving home to recycle and donate items was not deemed 'essential', and residents were advised to hold on to these items until restrictions were lifted. During this time there's been a significant rise in the amount of bin contamination and illegal dumping, with recycling and charity bins being overwhelmed by dumped waste. Council increased patrols to collect dumped rubbish and reminded residents to use Council's annual pick

up service rather than illegally dump. Council staff were redeployed from Council facilities that had closed due to COVID-19 to become temporary amenity officers.

Valuing water

A review of the availability and use of water in Maribyrnong is identified as part of the development of the Integrated Water Management Strategy, to help our City adapt and be more resilient to climate change. The strategy will consider the water that comes into, is used and goes out of our City, including the management of storm water and rain water, identifying potential water harvesting opportunities, irrigation, planting and impacts on the water cycle. This strategy will be a key document to address water related climate adaptation issues such as floods and flood prevention, hotter climate impacts, droughts, decentralising our water sources and will also consider the health of our waterways. The Integrated Water Management Plan has initial funding and support from Melbourne Water and will seek to develop partnerships with indigenous communities, respecting their ongoing connection to the City's waterways. Given the broadened scope of the project, the finalisation of an Integrated Water Management Strategy has been deferred until 2020-2021.

Ecologically sustainable

Council continues to respond to the climate emergency by reducing our CO₂ emissions and ensuring Council buildings are as energy efficient as possible. There are a number of ways this can be achieved through the Ecologically Sustainable Design Buildings Policy, which ensures new and refurbished buildings have a high degree of energy efficiency included. An example of this includes the installation of solar PV on the new sports pavilion at Scovell Reserve and the recently installed energy monitoring system at the Footscray Town Hall. There is also the 591kW of solar panels installed on 28 Council buildings that is recognised as sustainable, as well as retrofitting LED lights in many of the larger community centres and Council offices, including the Town Hall, Maribyrnong Community Centre and Footscray Library.

Water sensitive design

There are many ways to protect the City's waterways and encourage better health. This includes providing developers with guidelines on how to design buildings and spaces that aim to prevent stormwater polluting

our waterways and causing flooding. The Water Sensitive Urban Design Guidelines highlight the need for appropriate drainage, rain gardens and designs that maximise the use of rainwater.

Towards Zero Waste Strategy

Significant changes affected the recycling market and waste and resource recovery industry in 2019. To address these new challenges the Waste Management Policy 2019 and Toward Zero Waste Strategy 2019-2030 were developed to respond to and highlight opportunities for Council in waste management and resource recovery. Council aspires to become a resource smart City that shifts away from the paradigm of a 'take, make, waste' society, and instead advocates and supports a system of 'make, use, return'. This is outlined in Council's Towards Zero Waste Strategy which sets ambitious targets that aim to achieve a waste diversion rate of 60% by 2030 and move toward zero waste to landfill by 2050. The draft Towards Zero Waste Strategy was developed and went out for consultation in mid-2019. Feedback was integrated into the final Strategy that was adopted in late-2019 by Council. The actions listed in the Strategy and Action Plan relate to avoidance, reuse, recycling and recovery of waste and have been rolled out over the past year. This includes a focus on reducing food waste.

Solar Access Program

Council supported and promoted the Solar Savers program that allows eligible pensioners and low income households to access more affordable solar power installation and save on their electricity bills. The program allows eligible residents to access the Solar Savers bulk buy program, with the associated low-interest loan for pensioners and low income cardholders. This will put solar power within the reach of residents who otherwise may not have been capable of paying up front costs and provide a discounted rate for other residents who choose to participate. Utilising solar energy has added environmental benefits including reducing the amount of electricity, and pollution, from coal or gas and reducing greenhouse gas emissions.

School strike

Council supported the aims of School Strike 4 Climate and encouraged the community to support the organisation's efforts in September 2019. The strike promotes the need for 100 per cent renewable energy

generation and the need to fund a just transition and job creation for all fossil-fuel industry workers.

Steam ahead

Following a successful trial, Maribyrnong City Council has committed to using steam to kill weeds in our parks and open spaces, in order to reduce reliance on chemical herbicides. The steaming method uses super-heated water and wet steam to destroy weeds on contact. High-use areas such as children's centres, schools and playgrounds in Maribyrnong were prioritised using the steaming method, which guarantees no spray drift of chemicals.

Challenge

Waste collection

Waste collection experienced a sharp rise in requests and issues due to more people being at home during the COVID-19 pandemic. Compared to last year, green waste collection volumes increased by 125%, illegally dumped waste incidents increased by 203% and the volume that has been collected has increased by 158%, hard waste volumes are up by 30%, and general waste and recycling volumes have increased by around 15%. Council's customer service team received more requests for additional collections, extra bins, additional hard waste collections and management of contaminated bins and illegally dumped waste over and above the day to day waste management activities.

Outlook

Food Organics Garden Organics

Maribyrnong residents will soon be able to add food scraps to their green bins, with the Victorian Government providing \$472,500 to Council in order to reduce the amount of waste going to landfill. The funding will support Council's 'Let's Go FOGO (Food Organics and Garden Organics)' program which will be rolled out over the next two years. Stage one of the program was expected to start in May 2020 but the date was shifted to August 2020 due to COVID-19 restrictions. The first phase of the project will enable residents to include food waste in their existing green waste bins. While later stages will see 21,000 single-dwellings across the municipality receive a green waste bin for food and garden waste. Approximately 48% of the waste in the average household landfill bin in Maribyrnong is made up of food and organic waste. When this material is sent to landfill, it decomposes to produce methane, a greenhouse gas that is at least 25 times more potent than carbon dioxide. Other waste diversion measures and education have continued with clothing, textiles and e-waste drop off stations in place throughout the municipality.

Figure 39: Weekly waste collection

Satisfaction with weekly waste collection remains as excellent and is ranked by the community as the one of the most important services.

FIG 39:

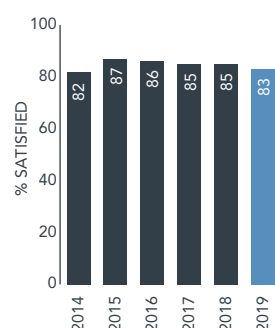


FIG 40:

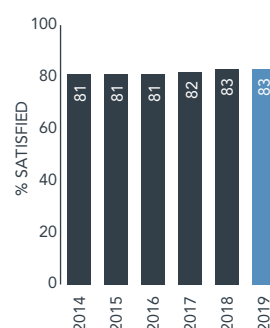


Figure 40: Green waste collection

Community satisfaction regarding green waste collection continues to increase and to rank as excellent.

Source: Maribyrnong City Council Annual Community Survey

Performance reporting

Table 20: Energy and water use

	2015/16	2016/17	2017/18	2018/19	2019/20
Total greenhouse emissions (tonnes CO ₂ e)	10,276	9,683	9,704	9,573	9112
Minus use of Greenpower/other offsets	10,276	9,683	9,704	9,573	9112
Total (tonnes CO ₂ e)	0	0	0	0	0
Water consumption (megalitres)	320	307	391	402	303

Table 21: Waste collection

	2015/16	2016/17	2017/18	2018/19	2019/20
Waste to landfill (tonnes)	18,556	19,338	19,324	18,705	10,394
Kerbside bin collection requests	142	174	133	167	212
(Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households) x 100					
Kerbside collection bins missed	9	10	8	7	8
(Number of kerbside garbage and recycling collection bins missed/number of scheduled kerbside garbage and recycling collection bin lifts) x 10,000					
Recycling (tonnes)	7,517	10,467	7,428	7,248	7,514.4
Kerbside collection waste diverted from landfill	34%	34%	33%	33%	35%
(Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins) x 100 ¹					
Cost of kerbside garbage bin collection service	\$116.16	\$115.13	\$119.23	\$123.89	\$119.37
Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins					
Cost of kerbside recyclables collection service	\$27.13	\$26.55	\$26.63	\$44.73	\$51.12
Direct cost of the kerbside recyclables collection service/number of kerbside recyclables collection bins					
Number of households subscribing to green waste bins	7,489	8,000	8,675	9,242	10,070
Green waste processed (tonnes)	2,097	2,298.97	2,221	1,983	2,880
Hard waste collections completed – residential properties	7,566	5,645	10,035	9,443	8,372
Hard waste collections completed – multi-unit developments	2,193	2,088	1,793	2,196	2,184



Corporate governance

Council strives to maintain high standards of democratic and corporate governance. Wherever possible and appropriate. Council decisions are informed by community consultation and made at public meetings.

Councillor conduct

Councillors are elected by residents and ratepayers to act in the best interests of the community.

The Councillor Code of Conduct, revised in February 2017, guides the conduct of elected members, and articulates expected standards of conduct and behaviour, accountability and responsibilities to ensure public confidence in Council is maintained. The community expects the business of Council to be conducted with efficiency, transparency and impartiality. The code also outlines the dispute resolution procedure.

To mitigate any personal or private interests that may compromise the conduct and decisions of a Councillor, declaration of conflicts of interest is a standing agenda item for all Council and committee meetings. Councillors must step aside from any decision making process or the exercise of a public duty, should they have relevant interests.

Councillor allowances

Under the Local Government Act, Councillors receive an allowance for performing their duty. The Minister for Local Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. As a Category Two council, the Councillor allowance was fixed at \$25,730 per annum and \$79,612 for the Mayor on 1 December 2018 by the Minister of Local Government. The annual allowances were adjusted on 1 December 2019 by the Minister of Local Government, to be \$26,245 per annum for Councillors and \$81,204 for the Mayor.

Table 22: Summary of the allowances and superannuation

COUNCILLOR	ALLOWANCE AND SUPERANNUATION (INCLUSIVE)
Cr Megan Bridger-Darling	\$28,549.82
Cr Sarah Carter (Mayor)	\$72,333.68
Cr Simon Crawford	\$28,549.82
Cr Gina Huynh	\$28,549.82
Cr Cuc Lam	\$28,549.82
Cr Mia McGregor	\$28,549.82
Cr Martin Zakharov	\$44,391.14

Councillor expenses

The Local Government Act also allows Councillors to seek reimbursement of expenses incurred while performing their duties. The Councillor Support and Expenses Policy provides guidance for the reimbursement of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

Table 23: Councillor Expenses

COUNCILLOR	TRAVEL	CAR MILEAGE	CHILDCARE	INFORMATION AND COMMUNICATION	CONFERENCES AND TRAINING	TOTAL
Cr Megan Bridger-Darling	\$155	\$0	\$0	\$1930.79	\$8,774.23	\$10,860.02
Cr Sarah Carter (Mayor)	\$0	\$0	\$0	\$2,428.89	\$0	\$2,428.89
Cr Cuc Lam	\$135.60	\$100	\$0	\$761.88	\$564.6	\$1,562.08
Cr Gina Huynh	\$221.88	\$0	\$0	\$670.84	\$0	\$892.72
Cr Mia McGregor	\$0	\$0	\$308	\$751.66	\$280	\$1,339.66
Cr Simon Crawford	\$0	\$0	\$70	\$744	\$0	\$814
Cr Martin Zakharov	\$0	\$0	\$0	\$952	\$495	\$1,447

Meetings and committees

Council meetings

Ordinary Council Meetings are generally held on the third Tuesday of each month. Members of the community are welcome to attend, submit a question to Council or speak to an item.

Chair of Council meetings

- Cr Martin Zakharov (from 1 July 2019 to 6 November 2019)
- Cr Sarah Carter (from 7 November 2019 to 30 June 2020)

Table 24: Councillor attendance

COUNCILLOR	COUNCIL MEETING 11 in total held during the year	SPECIAL COUNCIL MEETING 1 in total held during the year	TOTAL
Cr Megan Bridger Darling	9	1	10
Cr Sarah Carter (Mayor)	11	1	12
Cr Simon Crawford	11	1	12
Cr Gina Huynh	10	1	11
Cr Cuc Lam	10	1	11
Cr Mia McGregor	10	1	11
Cr Martin Zakharov	11	1	12

While Council delegates the majority of operational decisions to Council staff, Councillors adopted a number of significant policies, strategies and plans during 2019/20, including:

- Waste Management Policy 2019
- Toward Zero Waste Strategy 2019-2030
- Maribyrnong Bicycle Strategy 2019-2019
- Disability Access and Inclusion Policy Statement and Action Plan
- Rates and Charges Financial Hardship Policy 2019
- Maribyrnong Relief and Recovery Action Plan for COVID-19 Pandemic 2020
- COVID-19 Financial Hardship Policy 2020
- Election Period Policy 2020
- Audit and Risk Committee Charter
- Livestreaming and Recording of Council Meetings Policy
- Fraud and Corruption Control Policy
- Fraud and Corruption Control Procedures.
- Public Interest Disclosure Procedure

City Development Special Committee

The City Development Special Committee has delegated authority to make decisions on behalf of Council and meetings are generally held on the fourth Tuesday of each month.

Chair of City Development Special Committee

- Cr Simone Crawford (from 1 July 2019 until 6 November 2019)
- Cr Gina Huynh (From 7 November 2019 to 30 June 2020)

Enterprise Maribyrnong Special Committee

The Enterprise Maribyrnong Special Committee was established in May 2015, to promote and guide economic development within the city. The committee helps Council establish Maribyrnong as a leader in urban economic transition and renewal, and create vibrant and successful urban places with excellent business opportunities and meaningful employment. The committee oversees the delivery of the Business Improvement District grant program.

Maribyrnong's key business sectors are represented on the committee including manufacturing, education, retail, and creative industries and Councillor representation. The Committee comprises 11 members including an independent Chair, the Mayor and two additional Councillor representatives.

Chair of Enterprise Maribyrnong Special Committee:

- Celestine Hade (1 July 2019 to 30 June 2020)

Planning forums

Planning forums are held as required throughout the year. These forums enable Councillors and officers to meet with planning permit applicants and objectors to hear firsthand about proposed developments and issues of concern before decisions are made.

Advisory and community groups

An important part of the role of a Councillor is to represent the community on special interest committees and advisory groups. Each year, Councillors are appointed to committees that have a local or regional focus. There is a requirement that Councillors report back to the community and Council at Ordinary Council Meetings each month, via a delegate's report, as part of Council's commitment to govern responsibly and transparently.

Inner Melbourne Action Plan (IMAP)

The Inner Melbourne Action Plan (IMAP) brings key government stakeholders together to develop and deliver regionally based actions. It is a collaborative partnership between the Cities of Melbourne, Port Phillip, Stonington, Yarra and Maribyrnong. These inner Melbourne Councils work together to strengthen the liveability, attraction and prosperity of the region.

The first Inner Melbourne Action Plan was adopted in 2006 in response to the demands of Melbourne 2030, the State Government's blueprint for managing sustainable growth and change across metropolitan Melbourne. On 28 June 2016, the five IMAP Councils adopted a new Inner Melbourne Action Plan 2016-26. The plan contains five goals and 27 strategies which cover the following priorities: Economy, Transport, Communities, Neighbourhoods and Places, and Leadership in Environmental Sustainability.

The Inner Melbourne Action Plan Implementation Committee oversaw the following ten activities in 2019-20:

Completed Projects

- Inner Melbourne Cycling Network Infrastructure Model
- Regional Active Sport and Recreation Facilities Planning Study:
- Affordable Housing
 - 'Enabling Community Land Trusts in Australia' (published 2019)
 - 'PwC Analysis of the PRADS model – as an example of a Private Market Affordable Rental Housing Delivery Model'
- IMAP Governance Review

Ongoing Projects

- 'Wayfound Victoria: Wayfinding Guidelines V2.0'
- IMAP Regional Tourism map
- Social and Economic Indicators Dashboard
- IMAP Urban Forest Plan
- Environmental Sustainable Design Fact Sheets
- 2020 IMAP StreetCount of people sleeping rough in Inner Melbourne.

More information about IMAP and the projects it works on is available at imap.vic.gov.au

Governance and management

Council is committed to meeting high standards of corporate governance, with a strong leadership group ensuring it acts with accountability, integrity and openness. For Council's Governance and Management Checklist, see page 101.

Council administration is led by the Chief Executive Officer who is employed by Council to ensure their decisions are carried out. Council employs about 686 permanent, temporary and casual staff to provide services to the public and professional advice to the Council.

The Executive Management Team, consisting of divisional heads, meets weekly to discuss:

- topics to be reported to Council
- implementation of Council decisions
- decisions regarding any issues that have an organisation wide impact
- any emerging or major issues.

Chief Executive Officer

Stephen Wall

Stephen returned to Maribyrnong in October 2014, after previously being Director Corporate Services from 2011 to 2013. Stephen has a local government career spanning over 23 years and has held the role of Local Government Chief Executive Officer on three occasions. Having started as a purchasing and creditors officer, he has worked across the full range of corporate services functions in six different councils, in three states. His qualifications include a Masters Degree in

Business Management (Finance) and a Bachelor of Business (Human Resources Management/Accounting). He also completed a short course at Harvard Kennedy School of Executive Education, Driving Government Performance: Leadership Strategies that Produce Results. Stephen has held a number of non-executive Director roles with not-for-profit boards, and is a graduate (GAICD) and member of the Australian Institute of Company Directors and the Local Government Professionals (LGPro).

The Chief Executive Officer has overall responsibility for the implementation of the Council Plan and providing timely advice to the Council on the performance of the organisation.

Director Corporate Services

Celia Haddock

Commencing with Maribyrnong in April 2013, Celia has an extensive background in the local government, public health and education sectors. She came from Manningham City Council, where she was Director Community Services. Celia has an established record in strategic business development and financial governance, best practice service delivery, corporate planning, research and social policy, advocacy and community engagement. She has a Master of Arts (Social Policy), Bachelor of Education and Diploma of Teaching. Celia is a graduate of the Australian Institute of Company Directors (GAICD), has Chief Executive and Board experience of non-government organisations and is a board member of LGPro. In 2017, Celia was named as one of the top 50 women in the Victorian public sector.

From left to right:
Stephen Wall,
Celia Haddock,
Nigel Higgins,
Clem Gillings,
Steve Hamilton.



Corporate Services provides services essential to maintaining the organisation's operation and sustainable development. The directorate is responsible for governance, Council planning and performance reporting, communications and engagement, customer service, information technology, property management, contracts and procurement, and managing Council's finances in a responsible and sustainable manner. Celia has completed the LGPro Executive Leadership Program.

Director Planning Services

Nigel Higgins

Nigel commenced with Maribyrnong in 2011, coming from Moonee Valley City Council where he was Executive Manager Environment and Lifestyle. He has an extensive background in local government in Australia and New Zealand, across planning, urban design, place making, business development, city activation, infrastructure and community services. Nigel has undertaken a Masters in Planning and Design from the University of Melbourne, has a postgraduate Diploma in Landscape Architecture from Lincoln University and a Bachelor of Social Science from University of Waikato.

Planning Services promotes the long term sustainable development of the city. The directorate focuses on planning sustainable developments, improving public realms and increasing economic development. It is responsible for urban planning and regulatory services including building services, environmental health and traffic, and local law and compliance.

Director Community Services

Clem Gillings

Clem commenced with Maribyrnong in February 2016, after being Director Community Services at Nillumbik Shire Council for five years when the municipality was recovering from the 2009 Black Saturday bushfires. Clem has held a number of senior roles with State Government, contributing to a broad range of portfolios such as child protection, youth and family services planning, and community infrastructure regional grant investments. She holds a Bachelor Arts and Diploma of Education from Sydney University and has board experience with a number of community health agencies. Clem's key interests are in advocacy and delivery of public realm and social infrastructure.

Community Services plans and provides services to support the community and enhance wellbeing in all stages of life. The directorate is responsible for arts and culture, leisure services, community learning and libraries, early years, youth and family services, positive ageing and inclusion, and community infrastructure and social development.

Director Infrastructure Services

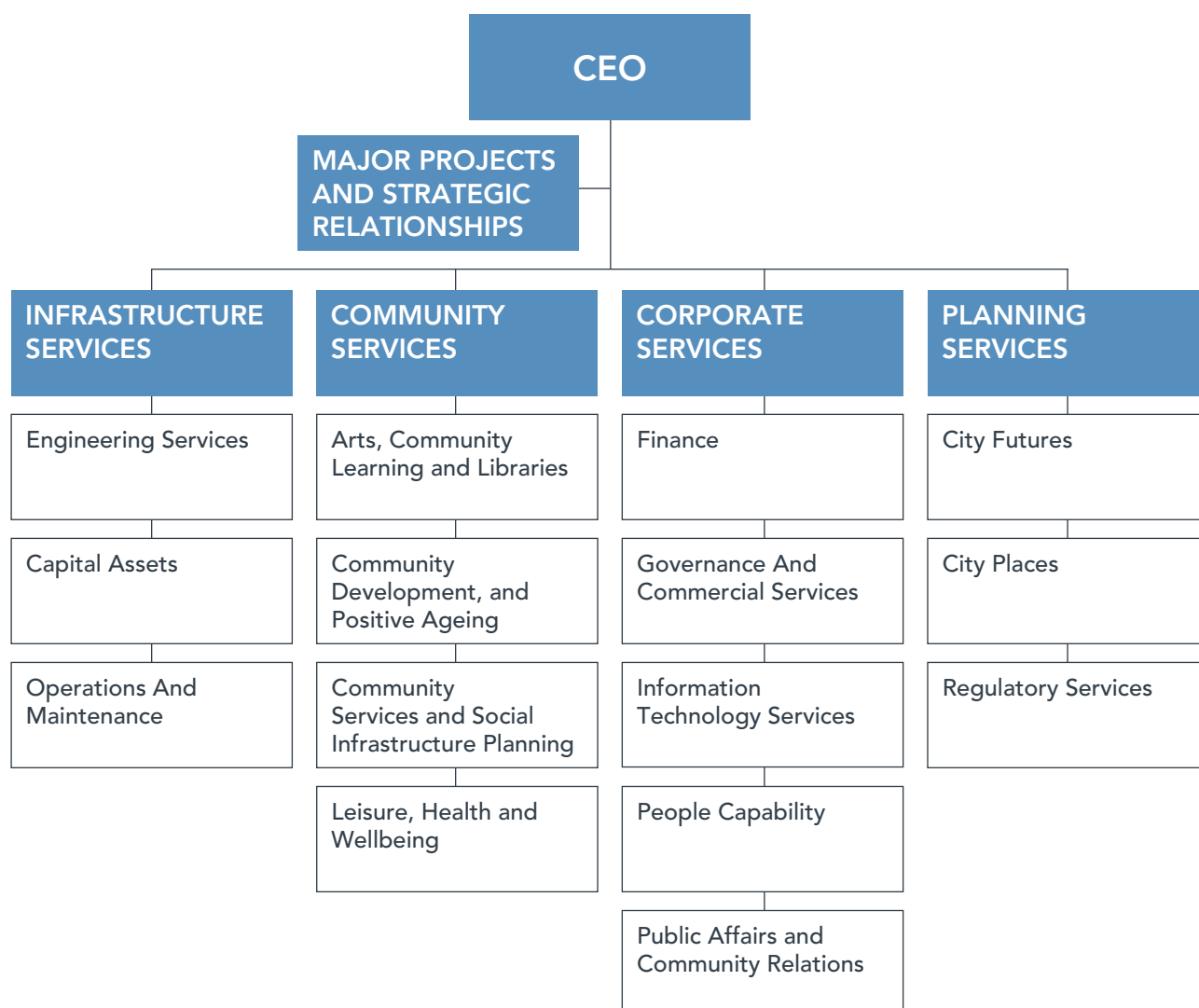
Steve Hamilton

Steve commenced with Maribyrnong in August 2018, returning to the local government sector with a focus on advocating for and delivering positive infrastructure outcomes for communities. Steve has over 25 years' experience across the public and private sectors, including Acting Chief Executive Officer and Director of City Futures and Assets with Darebin City Council for nearly four years, General Manager with VicTrack, and senior executive roles as Chief Executive Officer, Chief Operating Officer and Managing Director with a number of local and international engineering based consultancies and private companies. Steve holds a Bachelors Degree of Applied Science (Applied Geology) from RMIT, Masters in Engineering from the University of Melbourne, and Diploma of Company Directors from the Australian Institute of Company Directors. Steve is a Member of the Australian Institute of Company Directors (MAICD).

The directorate is responsible for transport planning, parking management, traffic engineering, risk management, public lighting and operations, waste and cleansing services, and maintenance of parks and gardens.



Figure 41: Organisational structure



Audits and risk management

Council has a robust audit program – consisting of the Audit Committee and appointed internal and external auditors – that is improving each year and provides sound management to mitigate or prevent risks.

Audit and Risk Committee

The Audit and Risk Committee's role is to oversee Council's internal control procedures and risk management processes. Under the Audit and Risk

Committee Charter, it ensures there is a balance of compliance, internal control and operational audits. The Committee also provides advice to help Council address financial, strategic and operational risks and maintain a reliable system of internal controls.

Committee membership includes three independent members (including the Chair), the Mayor (ex officio) and two Councillors. The Chief Executive Officer and senior staff regularly attended, and at least one representative from Council's internal auditors attended each ordinary meeting.

Table 25: Audit and Risk Committee attendance

MEMBERS	ELIGIBLE TO ATTEND	ATTENDED
Cr Martin Zakharov (Mayor) Nov-18 to Nov-19	6	5
Cr Sarah Carter (Mayor) Nov-19	4	2
Cr Gina Huynh	2	2
Cr Megan Bridger-Darling	6	4
Linda MacRae Chairperson Retired Nov-19	3	3
Mark Anderson, Independent Member Chairperson Dec-19 to Current	6	6
Chris Eddy Independent Member from December 2019	3	3
Marilyn Kearney Independent Member from December 2019	3	3

During 2019/20, the Audit and Risk Committee met six times to discuss audit reports, Council reports and other issues, such as:

Regular and Special Reports

- Actions Arising from Previous Audit's
- Annual Performance Report for Year Ending 30 June 2019
- Asset Management Processes and Procedures Report
- Bad Debt Write Offs
- Business Continuity Plan
- Consideration of the Proposed 2020/2021 Annual Budget and Strategic Resource Plan Report
- Council's Road Management Compliance Plan
- Councillor Expenses Report
- COVID-19 Update – Rate Deferral option for affected businesses
- Excess Annual Leave Report
- Fines Victoria Article (Verbal Update)
- Implementation of ITS Strategy & the Cyber Security Report
- Occupational Health & Safety Statistics Report
- Overdue Debtors Reports
- Policies Listing (referred to in Audit Charter – Verbal Update)
- Quarterly Performance and Financial Report
- Rate Debtors Update
- Rating System Review Submission
- Renewal of Insurance 2019-2020
- Review of Audit and Risk Committee Charter

- Review of Delegation – Instrument of Delegation Status Report
- Risk Management Report
- Risk Management Status Report
- Status Report – Contamination of Maribyrnong Land and Buildings
- Sundry Debtors Update
- VAGO Report: Fraud and Corruption Control – Local Government
- Workplace Manslaughter Legislation and Impact to Council

Emerging issues discussed

- Local Government Act Review
- Draft Footscray Park Masterplan
- Cyber security
- Local Government Bill
- VAGO Library Report
- Integrity Agencies reports
- COVID 19 impacts

Internal audits

Internal audit services are contracted to NTT. Internal audits scrutinise the processes and controls applied by Council to its administrative and accounting functions. Reports were submitted to the Audit and Risk Committee on the following internal audits:

- Business Continuity Plan
- Financial Sustainability & Budgeting

- Maternal and Child Health
- Payroll Internal Audit Report 2019-20
- Records Management
- Integrity Agency Report
- Internal Audit Program Status Report
- Strategic Internal Audit Plan 2020-21 to 2022-23
- Follow-up of Internal Audit Recommendations

The internal auditors' work is supplemented by business process reviews, which are completed by internal staff. These reviews ensure Council processes are efficient, comply with legislation and identify opportunities for change.

External auditors

Council's External Auditors, Crowe Australasia, who are appointed by the Victorian Auditor General's Office (VAGO) attended Audit and Risk Committee meetings to discuss the 2018/2019 Annual Financial Statements, and the 2019/2020 Interim Management Letter.

Risk management

Council recognises that the Risk Management Framework is an integral part of the governance, planning and management of the day-to-day business. The framework provides a structured and consistent approach to managing risk in order for Council to achieve its strategic objectives and to ensure compliance with the risk standard AS/NZS ISO 31000:2018.

In this reporting period, Council's Business Continuity Plan was audited to provide assurance in relation to and the capability of, the Council to respond to events that affect business continuity. The audit concluded that Council has established an overarching Business Continuity Policy and has developed a Business Continuity Plan (BCP) to govern continuity activities following a disruption that may adversely affect Council operations. BCP Sub Plans have also been established to provide detailed guidance on recovery activities for the critical functions identified through a Business Impact Analysis (BIA). The audit identified opportunities for improving Council's BCP activities and these will be implemented as recommended.

Appropriate insurance cover for all our operations and assets was maintained throughout the reporting period.

Our workforce

Council recognises the vital contribution of its people and is committed to their wellbeing.

At the end of June 2020, Council had a head count of 686 staff, employed in a diverse range of disciplines across council. Council's workforce is made up of:

- Total FTE: 453.83
- Permanent FT: 322 FTE
- Permanent PT: 81.3 FTE
- Staff Turnover for 2019/20 FY: 8.4%

Staff age demographics as charted below including/excluding casual staff.

Figure 42: Staff distribution by age group (as at 30 June 2020) and includes casual staff

FIG 42:

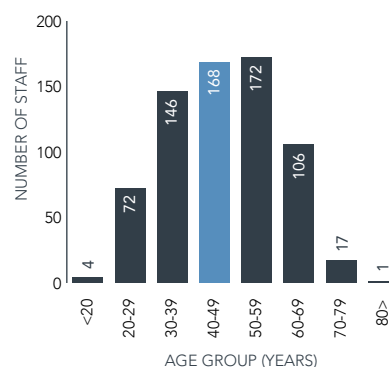


Figure 43: Staff distribution by age group (as at 30 June 2020) and excludes casual staff

FIG 43:

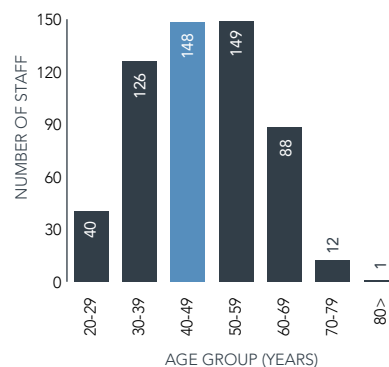


Table 26: Workforce profile

EMPLOYEE TYPE/ GENDER	CEO OFFICE FTE	COMMUNITY SERVICES FTE	CORPORATE SERVICES FTE	INFRASTRUCTURE SERVICES FTE	PLANNING SERVICES FTE	TOTAL FTE
Permanent full time female	1.00	50.00	33.00	15.00	36.00	135.00
Permanent full time male	2.00	19.00	33.00	91.00	42.00	187.00
Permanent part time female	0.00	43.01	10.95	1.65	8.89	64.51
Permanent part time male	0.00	7.53	0.79	0.63	7.79	16.74
Temporary female	0.00	15.55	3.86	4.55	10.47	34.44
Temporary male	0.00	3.34		6.00	5.80	16.14
Total	3.00	138.44	82.61	118.84	110.96	453.83*
Casual*	0	76	8	18	20	0

Table 27: Summary of FTE staff by classification and gender

EMPLOYMENT CLASSIFICATION	FEMALE FTE	MALE FTE	TOTAL FTE
Band 1	3.89	2.79	6.68
Band 2	1.30		1.30
Band 3	9.65	5.17	14.82
Band 4	37.26	27.67	64.93
Band 5	48.73	42.64	91.38
Band 6	62.74	41.26	104.01
Band 7	25.49	19.59	45.08
Band 8	14.15	19.00	33.15
All others	30.73	61.76	92.48
Total	233.95	219.88	453.83

* FTE figure does not include casual staff. The casual numbers are actual head count numbers not FTE as this employment status does not form part of the calculation for FTE and they are not added to the total figures.

Working with Council

We aim to attract, support and retain people with the right skills and values, to enable Council to continue providing high quality services to meet community needs.

To provide a supportive environment, Council offers a range of work/life balance options:

- flexible work options
- study leave and study assistance

Council also offers staff and their families an Employee Assistance Program, a confidential and free counselling service to help staff with personal or work-related issues.

Corporate learning and development

We are committed to investing in our employees through development and learning opportunities, as we recognise that building our internal capacity contributes to improving the performance of the organisation. Staff have had the opportunity to build their capability through a series of related and complementary learning activities, with emphasis being placed on individualized development such as special assignments, planned rotations, and coaching.

Initiatives included:

- Investment in executive assessment
- Qualitative and qualitative feedback for leaders identifying areas of strength and development following the 2020 Employee Engagement Survey
- Coaching and tailored team enhancement interventions to facilitate improved team performance
- Performance management templates and process updates
- Learning Management System implementation and training for super users
- Systems training – LMS and Gallup Online Learning Portal
- Face-to-face compliance training in six modules, delivered in Vietnamese and English for outdoor staff and school crossing supervisors
- Online compliance training for all desk based staff
- Change Management Framework implementation

with associated training and online resource materials development

- Leadership Roundtable conference for all leaders within Council to discuss key organisational imperatives
- End of Band Career Development Program
- Free access to Employee Assistance Provider, Converge International
- Access to Maribyrnong's eLibrary Portal
- Access to on-the-job individualised assignments

Equal employment opportunities

Council aims to eliminate discrimination against and promote equal opportunity for all staff. In June 2020, all Council staff undertook compulsory on line refresher training on equal opportunity and bullying and harassment in the workplace.

The State and Federal government imposed COVID-19 pandemic restrictions also resulted in Council staff adopting more flexible and innovative approaches to work whilst ensuring the continuity of services to the community.

Council's Workplace Consultative Committee continues to meet regularly to discuss and consider organisational wide employment related matters.

Such activities provide useful feedback about the culture, conditions, policies and practices that support career development of both men and women. They help shape measures Council takes to address barriers staff face in advancing to leadership roles.

Local Government response to Royal Commission into family violence 2019-20

2020 marks the second year of implementation for Maribyrnong's 'Towards Gender Equity 2030 Strategy'. The strategy sets out a steadfast commitment to gender equity and the prevention of family violence. It presents an evidence-based framework for preventing violence and building a healthier and more equal community through both internal and community-based actions.

To strengthen our response to violence against women and family violence and meet the requirements for local government that came from the Royal Commission into Family Violence (2015) we have delivered:

- Multi-Agency Risk Assessment and Management Framework training to 40 staff members
- Family violence training to 11 front line staff members as part of Council's COVID-19 response
- Distributed family violence referral information distributed at service touch points and events
- A Family Wellbeing worker has also been employed two days per week within Family, Youth and Children's services to support local families experiencing violence

To engage the community, prevent gender-based violence and normalise gender equality in public and private life we have delivered a number of events:

- Approximately 140 community members participated 16 Days of Activism 2019 activities
- Approximately 500 community members participated in International Women's Day (IWD) 2020.
- Respectful Relationships education was delivered:
 - To 35 early years' educators
 - In 3 schools by Youth Services
 - As part of the Baby Makes 3 program, which was delivered to 30 families in English and seven families in Vietnamese.

To increase women's independence and role in decision making, we delivered:

- The Leaders of the Pack program to 20 multicultural women aged between 14-17 years in partnership with Western Bulldogs Community Foundation.
- The Sons and Daughters of the West program was delivered to 100 women and 103 men; both programs focused on leadership and gender equity.
- The Connecting Maribyrnong Leadership program saw 9 women (45%) graduate in 2019 and 10 women (90%) graduate in 2020.

To ensure that the development of policy, programs and services considers the specific impacts on women and men, we have been participating in the Gender Equality Local Government Pilot (GELG) as part of grant we were awarded by the Department of Premier and Cabinet to support the implementation of the Gender Equality Act in 2021. This has included testing and trialling Gender Impact Analysis tools. We have also supported the Action Plan for Change to get more women in the West involved in sport and active recreation.

To increase the number of safe and gender-equitable facilities and public environments we have applied Universal Design and Crime Prevention through Environmental Design (CPTED) principles applied to City Design and Recreation projects. To take steps to be a safer and more gender equitable organisation, we have updated our internal Family Violence Policy, applying an intersectional gender lens and we have been Awarded Breastfeeding Friendly Workplace re-accreditation for 2019-2020.

Health Safety and Wellbeing

Council applies proactive and preventative safety programs to improve safety culture throughout the organisation.

To help maintain a safe and healthy workplace, Council:

- Continued to deliver an active Health and Wellbeing Program which focussed on psychological health and whole of life wellbeing. Events included physiotherapy education treatment and maintenance programs, and healthy eating seminars. Online wellbeing information and services were also made available and promoted with staff; the Smiling Mind App (mindfulness and meditation) and monthly Jump into Life Wellbeing Newsletter.
- Delivered a comprehensive Health and Safety month of activities consisting of Health and Safety Representative training, Audiometric testing, Physical and Psychological Health Checks, Snake and Spider Safety Seminar, Stay Fit for Work and Life education and exercise sessions and Defibrillator training across Council.
- Continued with onsite physiotherapy services at the Operations and Maintenance Department to prevent workplace injury.
- Updated existing safety procedures.
- Developed and facilitated COVID-Safe policy, procedures and planning documents across Council.
- Undertook a comprehensive COVID-Safe risk assessment process of all Council Departments and services to inform COVID-Safe planning.
- Delivered the 2019/20 actions in the 2017/2020 Occupational Health and Safety Strategic Plan.

Through these actions and increased participation in the risk management process particularly in relation to COVID-19, Council is becoming more proactive

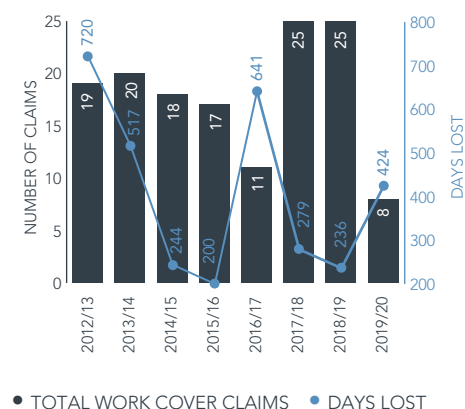
in its approach to Occupational Health and Safety. Ensuring the health and wellbeing of all employees is fundamental to a high-performing organisation and Council prides itself on looking after staff welfare.

Reducing workplace injury

Council is continually striving to improve injury performance rates. The early intervention program is helping to address workplace injury early and assist employees to remain productive whilst they participate in return to work programs. In addition to proactive risk management approaches, a number of mental health and wellbeing initiatives were delivered to raise awareness whilst implementing controls for psychosocial risks to employees. The WorkCover claim numbers have reduced significantly from the previous year but days lost have increased. This is due to the severity of the injuries but all injured staff members are currently participating in return to work programs.

Figure 44: WorkCover Claims and Days Lost

FIG 44:



Human rights and social justice

The Human Rights and Social Justice Framework 2017/2021 provides a foundation for Council's commitment and actions to protect human rights and promote social justice in the community. It aligns with the vision, principles and values of the Council Plan 2017/2021 and will apply to all of Council's laws, policies, programs and services.

In 2020, Council recognised the human rights and social justice issues resulting from COVID-19 restrictions. The City of Maribyrnong sought to reassure those feeling financial hardship by offering a financial package of

\$6.5 million (\$4 million in the 2019/20 financial year), this included discounted and deferred rates, the waiving of fees such as pet registrations and social outreach and support to those who are vulnerable in the community. Council has acted to provide an equitable program of activities at no cost to assist with the health needs of the community.

Council also supported the Human Rights Arts and Film Festival as it moved online.

Disability Action Plan

Council's Disability Action Plan is in accordance with the Disability Act 2006. Over the past year, Council:

- successfully developed and was funded for a disability work experience program to be delivered in 2021
- delivered the Bandmates Victoria program in 2019
- supported the continuation of the Disability Advisory Committee
- partnered with Victoria University Polytechnic Western Futures program to deliver and evaluate the disability work experience program
- provided subsidised recreation opportunities to people with disability through the Active Maribyrnong Grant program
- partnered with cohealth to deliver the Safer Lives Respectful Relationships
- delivered individual advocacy to community members with disability up until 31 December 2019 in line with the MetroAccess program
- developed and delivered the Disability Access and Inclusion Training Package for staff

Recognising carers

To promote the principles of the Carers Recognition Act 2012, Council:

- completes service assessments which place carers and the people being cared for at the centre of the decision making process
- utilises the expertise and knowledge that these carers have in supporting the person being supported

Council has taken steps to ensure that staff deliver services in line with the principles and obligations of the Act, and through service planning with clients and carers.

Promoting professional conduct

Council's values of Respect, Courage and Integrity guide expectations for all staff in how they conduct day-to-day business activities and the standards by which they treat stakeholders and colleagues. Additionally, staff have an annual performance review to ensure any issues and concerns are raised, while best practice policies help inform staff on correct procedures.

Protected disclosures

On 1 January 2020, the *Protected Disclosure Act 2012* became known as the *Public Interest Disclosure Act 2012 (Act)*. The Act aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure were updated in accordance with the Act and are publicly available on Council's website.

During 2019/20 no disclosures were notified to Council officers appointed to receive disclosures.

Accessing Council documents and information

The *Freedom of Information (FOI) Act 1982* provides for access to documents in Council's possession, subject to certain exemptions. Council has a duty under the FOI Act to assist a person wishing to make a request.

Requests for access to documents under the FOI Act must:

- be in writing
- identify, as far as possible, the particular document/s being sought
- include payment of the prescribed application fee. (The fee from 1 July 2019 is \$29.60)

FOI requests must be addressed to:

FOI Officer
Maribyrnong City Council
PO Box 58, Footscray Vic 3011

Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges). An application form and further information can be found at www.maribyrnong.vic.gov.au

During 2019/20, Council received 32 FOI requests. Further information can be found at www.foi.vic.gov.au.

Documents available for public inspection

In accordance with regulation 12 of the Local Government (General) Regulations 2015 the following are prescribed documents that are available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at Maribyrnong City Council offices, corner Napier and Hyde Streets, Footscray, during office hours:

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by Councillor or any member of Council staff in the previous 12 months
- minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- a list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant

Infrastructure and development contributions

Table 1 – Total DCP levies received in 2019-20 financial year

DCP NAME AND YEAR APPROVED	LEVIES RECEIVED IN 2019-20 FINANCIAL YEAR (\$)
Joseph Road Precinct development contributions plan – DCP01 – approved 4/10/2019	Nil
Total	Nil

Table 2 – DCP land, works, services or facilities accepted as works-in-kind in 2019-20 financial year

DCP NAME AND YEAR APPROVED	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE (\$)
Not Applicable (N/A)				

Table 3 – Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

NAME AND YEAR APPROVED	TOTAL LEVIES RECEIVED (\$)	TOTAL LEVIES EXPENDED (\$)	TOTAL WORKS-IN-KIND ACCEPTED (\$)	TOTAL DCP CONTRIBUTIONS RECEIVED (LEVIES AND WORKS-IN-KIND) (\$)
DCP01 – Joseph Road Precinct development contributions plan – approved 4/10/2019	Nil	\$421,153.00		Nil
Total	Nil	\$421,153.00	Nil	Nil

Table 4 – Land, works, services or facilities delivered in 2019-20 financial year from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Joseph Road Precinct – expenditure (design and project management)	Joseph Road Precinct	DCP01 – Joseph Road Precinct development contributions plan – approved 4/10/2019	\$421,153.00				\$421,000.00	100%
Total			\$421,153.00	Nil		Nil	\$421,000.00	

Governance and management checklist

GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES	OUTCOME
Community Engagement Policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation	✓	22/07/2014 Council is using our current Community Engagement Policy. Council is currently working on the next Community Engagement Policy that is due by March 2021.
Community engagement guidelines guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	✓	11/11/2014 A new guideline template was established in November 2019. This template was designed around IAP2 spectrum which guides staff to determine when and how to engage with the community.
Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Plan adopted in accordance with section 126 of the Act	✓	21/07/2020
Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 130 of the Act	✓	21/07/2020

Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation	✓	Asset Management Policy 9/12/2014, Asset Management Improvement Strategy 21/07/2015, Building Asset Management Plan 11/09/2012, Open Space Asset Management Plan 16/10/2013, Road and Footpath Asset Management Plan 1/09/2007, Bridge Asset Management Plan 11/09/2012, Road Management Plan 17/05/2013. All asset management plans are currently under review, with Transport, Buildings, Parks and Opens Spaces and Drainage AMP are currently under review and is expected to be finalised by the end of 2020.
Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Revised strategy with Change of Rating System from NAV to CIV.	✓	21/07/2020
Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation	✓	Adopted 23/10/2018
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	✓	Adopted 11/09/2018
Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986	✓	11/02/2020 (Audit of plan conducted with all areas receiving a pass. Certificate issued February 2020 with plan to be assessed and updated as required. 23/10/2019 – MEMP updated

Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act	✓	Adopted 21/05/2019
Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation	✓	30/03/2016 Reviewed and updated October 2018
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation	✓	Incorporated into Business Continuity Plan
Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	✓	10/09/2013 Reviewed and updated October 2018
Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with section 139 of the Act	✓	Audit committee dates: 20/08/2019 10/09/2019 19/11/2019 18/02/2020 28/04/2020 23/06/2020
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	✓	01/07/2018

Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Current framework in operation	✓	13/05/2015 The LGPRF framework (sec 131 of the Act) introduced and largely has not changed over the years, except in 2019/20 where by a small number of indicators were removed and additional ones added. All Council internal reporting templates reflected the required changes.
Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report	✓	22/10/2019 Performance against the Council Plan Strategic indicators are reported annually in the Annual Report.
Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with section 138(1) of the Act	✓	Quarter 1: 19/11/2019 Quarter 2: 18/02/2020 Quarter 3: 21/04/2020 Quarter 4: 18/08/2020
Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented	✓	10/09/2019 28/04/2020
Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports prepared and presented	✓	Quarter 1: 19/11/2019 Quarter 2: 18/02/2020 Quarter 3: 21/04/2020 Quarter 4: 18/08/2020 Quarterly performance and financial report dates – Council report.
Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	Annual report considered at a meeting of Council in accordance with section 134 of the Act	✓	22/10/2019 The Annual Report 2018/2019 was tabled at Council on 22 October 2019.

Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Code of conduct reviewed in accordance with section 76C of the Act	✓	14/02/2017
Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to staff)		✓	22/10/2019
Meeting procedures (a local law governing the conduct of meetings of Council and special committees)		✓	Adopted 19/04/2011 and amended 18/02/2014 and 15/08/2017





MARIBYRNONG CITY COUNCIL

PERFORMANCE STATEMENT

For the year ended 30 June 2020

Description of Municipality

The City of Maribyrnong is located just seven kilometres west of Melbourne CBD and covers an area of 32 square kilometres. Maribyrnong has an estimated residential population of approximately 93,448 people (ABS 2020).

Maribyrnong has a diverse population. According to the 2016 census, 40 per cent of population were born overseas and 42 per cent speak a language other than English at home. More than 78 languages are spoken in Maribyrnong. The top six countries of birth groups outside of Australia are, Vietnam (9.3%) India (4%), China (2.8%), United Kingdom (2.5%), New Zealand (2.0%) and the Philippines (1.3%). The city also continues to attract new cultural groups creating a diverse and vibrant community.

Maribyrnong City Council provides more than 80 high quality services and facilities across a range of areas including community, health and wellbeing, environment, planning and building, parks and gardens, customer services and more. The existing open space network comprises more than 150 open space reserves that are accessible to the public at all times, covering around 308 hectares of land area, which equates to about 10 per cent of the municipality.

Covid-19

On 30 January 2020, COVID 19 was declared as a global pandemic by world health organisation. Since then, various measures are taken by all three levels of Government in Australia to reduce the spread of COVID-19. A state of emergency was declared in march 2020 and Council was directed by the State and Federal Government to close services. This crisis and measures taken to mitigate it has impacted council operations in the following areas for the financial year ended 30 June 2020.

In response to significant decrease in demand / government directive amidst the COVID-19 outbreak, the leisure centre facilities / libraries/ community centres were closed. These closures resulted in a decrease in the council user fee revenue by \$950k and also decreased associated expenses by \$246k. Council paused all commercial rent agreements from 25 March 2020. This resulted in decrease in rent revenue of \$92k.

Council allocated \$4m during the 2019/2020 financial year for community business relief packages. This includes rate relief/deferrals; lease and license fee reductions; fee waivers for kindergarten and pet registration; suspension of MAC memberships, COVID-19 community grants, arts grants and expansion of services (immunisation, food services, care packs).

Sustainable Capacity Indicators

For the year ended 30 June 2020

INDICATOR / MEASURE	RESULTS				MATERIAL VARIATIONS
	2017	2018	2019	2020	
POPULATION					
Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,478.01	\$1,393.90	\$1,505.87	\$1,495.79	Expense are in line with the average of previous years.
Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$6,546.86	\$5,987.40	\$5,854.30	\$6,154.87	Additional infrastructure spending and revaluation.
Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	279.27	293.59	305.34	306.39	Road length remains constant however the indicator moves as population increases.
OWN-SOURCE REVENUE					
Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,477.75	\$1,383.27	\$1,392.22	\$1,385.93	Predominately due to increase in population.
RECURRENT GRANTS					
Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$121.31	\$102.47	\$95.38	\$101.06	Recurrent grants are not tracking to the same population growth.
DISADVANTAGE					
Relative socio-economic disadvantage <i>[Index of Relative Socio-economic Disadvantage by decile]</i>	3.00	7.00	6.00	6.00	This score is a forecast from the Australian Bureau of Statistics based on the 2016 survey. The current Socio-Economic Indexes for Areas (SEIFA) ranking 6 indicates, that the Maribyrnong City Council (MCC) has a relatively higher socio economic standing than the 60% of other disadvantaged Local Government areas which is a positive trend given the SEIFA decile number for MCC was 3 in the 2016-17 Financial year.
WORKFORCE TURNOVER					
Percentage of staff turnover <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	14.4%	12.0%	23.5%	8.4%	Council's turnover rate is lower than the indicative Victorian local government industry average.

Service Performance Indicators

For the year ended 30 June 2020

SERVICE / INDICATOR / MEASURE	RESULTS				MATERIAL VARIATIONS
	2017	2018	2019	2020	
AQUATIC FACILITIES					
Utilisation Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	10.02	9.95	10.18	7.59	Due to Covid-19, the MAC was closed on March 17, the attendance figure up to this point was a 10% increase on the previous year.
ANIMAL MANAGEMENT					
Health and safety Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	New in 2020	New in 2020	New in 2020	100%	All matters presented to the Magistrates Court for prosecution resulted in a guilty verdict by the court.
FOOD SAFETY					
Health and safety Critical and major non-compliance notifications <i>[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</i>	100.00%	100.00%	100.00%	100.00%	All non-compliances identified have been processed as required.
GOVERNANCE					
Satisfaction Satisfaction with council decisions <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	62.00	63.00	66.80	68.60	The result is underpinned by Council's ongoing commitment to maintaining community trust and confidence.
LIBRARIES					
Participation Active library borrowers in municipality <i>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</i>	17.34%	16.45%	16.72%	15.80%	This measure was affected by our Covid-19 closure. Although the figure for 19/20 is down on the previous 2 years, it reflects a strong increase in usage of our eResources during the closure.

SERVICE / INDICATOR / MEASURE	RESULTS				MATERIAL VARIATIONS
	2017	2018	2019	2020	
MATERNAL AND CHILD HEALTH					
Participation Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	71.31%	75.01%	76.99%	76.33%	Drop of one percent should be seen as a positive result due to the third quarter being reliant on telehealth consults for the vast majority of consultations due to Covid-19.
Participation Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	61.67%	70.37%	87.10%	89.39%	This slight increase would denote we continue to be highly engaged with our aboriginal community, note that total number of clients enrolled in the service is 47, this includes children aged up to six years. Of enrolled children 2 years and under, there is 100% participation.
ROADS					
Satisfaction Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	67.00	66.00	69.00	71.00	Increased efficiency and compliance to the Road Management Plan in the past year can be attributed to customers' satisfaction in sealed roads.
STATUTORY PLANNING					
Decision making Council planning decisions upheld at VCAT <i>[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</i>	67.86%	80.95%	75.00%	85.29%	Council continues with a high success rate at VCAT, with majority of Council decisions upheld. Council participates in VCAT mediated outcomes, with a significant number resolved prior to a Hearing.
WASTE COLLECTION					
Waste diversion Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	34.30%	33.15%	33.04%	35.30%	March to June saw an increase on waste volumes due to the pandemic, however there has also been an increase in the relative diversion rate over this period as well. Data within expected range.

Financial Performance Indicators
For the year ended 30 June 2020

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2017	2018	2019	2020	2021	2022	2023	2024	
EFFICIENCY									
Expenditure level									
Expenses per property assessment	\$3,183.20	\$3,156.38	\$3,420.49	\$3,325.62	\$3,165.66	\$3,339.06	\$3,358.36	\$3,338.57	Expense are in line with the average of previous years.
[Total expenses / Number of property assessments]									
Revenue level									
Average rate per property assessment	New in 2020	New in 2020	New in 2020	\$2,282.79	\$2,337.05	\$2,383.94	\$2,423.69	\$2,441.73	New indicator future increases due to assumption of a rate cap increase.
[General rates and Municipal charges / Number of property assessments]									
LIQUIDITY									
Working capital									
Current assets compared to current liabilities	313.56%	408.44%	343.25%	382.03%	287.65%	242.01%	253.04%	278.50%	Strong financial position in line with previous years.
[Current assets / Current liabilities] x100									
Unrestricted cash									
Unrestricted cash compared to current liabilities	176.40%	238.16%	183.84%	190.12%	152.82%	136.89%	132.64%	145.75%	Council is in a strong financial position to fund all outstanding liabilities.
[Unrestricted cash / Current liabilities] x100									

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2017	2018	2019	2020	2021	2022	2023	2024	
OBLIGATIONS									
Loans and borrowings									
Loans and borrowings compared to rates	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
[Interest bearing loans and borrowings / Rate revenue] x100									
Loans and borrowings repayments compared to rates	3.07%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100									
Indebtedness									
Non-current liabilities compared to own source revenue	0.76%	0.80%	0.84%	1.42%	1.43%	3.30%	2.71%	2.16%	Strong Financial Position
[Non-current liabilities / Own source revenue] x100									
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation	New in 2020	New in 2020	New in 2020	120.48%	156.70%	157.63%	126.66%	121.22%	Long term Financial Strategy principle to fund renewal 70% of the allocated Capital & Improvement works from Rates.
[Asset renewal and asset upgrade expense / Asset depreciation] x100									
Loans and borrowings									
OPERATING POSITION									
Adjusted underlying result									This measure was impacted by Covid-19 reduction in revenues and increase in expenditures.
Adjusted underlying surplus (or deficit)	8.00%	6.35%	-0.75%	-0.30%	3.74%	3.70%	4.31%	5.29%	
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100									
STABILITY									
Rates concentration									Heavy reliance on rates as the primary source of revenue.
Rates compared to adjusted underlying revenue	66.94%	71.48%	71.84%	74.11%	76.32%	74.02%	74.51%	74.89%	
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									Overall in line with previous year's trends.
Rates compared to property values	0.34%	0.35%	0.29%	0.34%	0.33%	0.33%	0.33%	0.33%	
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

Note: Councils are no longer required to report to these retired indicators, see below:

Retired measures Service / indicator / measure	Results 2017	Results 2018	Results 2019	Comments
Animal Management				
Health and safety				
Animal management prosecutions	6	3	5	This measure was replaced by AM7 from 1 July 2019.
[Number of successful animal management prosecutions]				
Efficiency				
Revenue level				
Average residential rate per residential property assessment	\$1951.48	\$1,992.60	\$2,089.14	This measure was replaced by E4 from 1 July 2019.
[Residential rate revenue / Number of residential property assessments]				
Obligations				
Asset renewal				
Asset renewal compared to depreciation	67.85%	56.03%	72.35%	This measure was replaced by O5 in 1 July 2019.
[Asset renewal expense / Asset depreciation] x100				

Definitions

"Infrastructure" means non-current property, plant and equipment excluding land

"Local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"Population" means the resident population estimated by council

"Relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics (ABS) on its Internet website

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"Active library member" means a member of a library who has borrowed a book from the library

"Annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"Critical non-compliance notification" means a notification received by council under section 19N (3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"Food premises" has the same meaning as in the *Food Act 1984*

"HACC service" means home help, personal care or community respite provided under the HACC program

"Major non-compliance notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"Adjusted underlying revenue" means total income other than:

(a) Non-recurrent grants used to fund capital expenditure; and

(b) Non-monetary asset contributions; and

(c) Contributions to fund capital expenditure from sources other than those referred to above

"Non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"Recurrent grant" means a grant other than a non-recurrent grant

"Adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"Asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"Current assets" has the same meaning as in the AAS

"Current liabilities" has the same meaning as in the AAS

"Non-current assets" means all assets other than current assets

"Non-current liabilities" means all liabilities other than current liabilities

"Rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"Residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"Restricted cash" means cash and cash equivalents, within the meaning of the AAS that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"Unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

For the year ended 30 June 2020

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 21 July 2020 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

Certification of the Performance Statement

Dated: 8 September 2020

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.



Mark Connor, (MIPA)
Principal Accounting Officer
8 September 2020
Footscray

In our opinion, the accompanying performance statement of *Maribyrnong City Council* for the year ended 30 June 2020 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.



Megan Bridger-Darling
Councillor
8 September 2020
Footscray



Martin Zakhrov
Councillor
8 September 2020
Footscray



Stephen Wall
Chief Executive Officer
8 September 2020
Footscray

Independent Auditor's Report

To the Councillors of Maribyrnong City Council

Opinion	<p>I have audited the accompanying performance statement of Maribyrnong City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2020 • sustainable capacity indicators for the year ended 30 June 2020 • service performance indicators for the year ended 30 June 2020 • financial performance indicators for the year ended 30 June 2020 • notes to the performance statement and • the certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2020 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance</p>

Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
18 September 2020



Sahchu Chummar

as delegate for the Auditor-General of Victoria

Maribyrnong City Council

ANNUAL FINANCIAL REPORT
for the year ended 30 June 2020

A diverse and vibrant city dedicated to community wellbeing through democracy,
sustainable growth and opportunity for all.



Maribyrnong City Council

Annual Financial Report for the year ended 30 June 2020

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Overview

- (i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for Maribyrnong City Council.
 - (ii) All figures presented in these financial statements are presented in Australian Currency.
 - (ii) These financial statements were authorised for issue by the Council on 8 September 2020. Council has the power to amend and reissue these financial statements.
-

Maribyrnong City Council

Annual Financial Report for the year ended 30 June 2020

Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Mark Connor, (MIPA)
Principal Accounting Officer

Date : 8 September 2020

Footscray

In our opinion the accompanying financial statements present fairly the financial transactions of Maribyrnong City Council for the year ended 30 June 2020 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Megan Bridger-Darling
Councillor

Date : 8 September 2020

Footscray



Martin Zakhrov
Councillor

Date : 8 September 2020

Footscray



Stephen Wall
Chief Executive Officer

Date : 8 September 2020

Footscray

Independent Auditor's Report

To the Councillors of Maribyrnong City Council

Opinion	<p>I have audited the financial report of Maribyrnong City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2020• comprehensive income statement for the year then ended• statement of changes in equity for the year then ended• statement of cash flows for the year then ended• statement of capital works for the year then ended• notes to the financial statements, including significant accounting policies• certification of the financial report. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors's responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's
responsibilities
for the audit
of the financial
report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
18 September 2020



Sahchu Chummar

as delegate for the Auditor-General of Victoria

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Understanding Council's Financial Report

Introduction

Each year, individual local governments across Victoria are required to present a set of audited financial statements to their Council and community.

What you will find in the Report

The financial report sets out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2020.

The format of the financial report is standard across all Victorian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by Local Government Victoria.

About the Certification of the Financial Statements

The financial statements must be certified by senior staff and Councillors as "presenting fairly" the Council's financial results for the year as well as Council's financial position, and are required to be adopted by Council - ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

1. Comprehensive Income Statement

Summarises Council's financial performance for the year, listing all income & expenses.

Includes other comprehensive income which primarily records changes in the fair values of Council's property, infrastructure, plant and equipment.

2. Balance Sheet

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

3. Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

4. Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

5. Statement of Capital Works

This statement details all amounts expended by Council on capital works.

About the Notes to the Financial Report

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by external accountants (that generally specialise in local government).

The auditor provides an audit reports which gives an opinion on whether the financial statements present fairly the Council's financial performance and position.

Who uses the Financial Report?

The financial report is a publicly available document and is used by (but not limited to) Councillors, residents and ratepayers, employees, suppliers, contractors, customers, Local Government Victoria, state and federal governments, and financiers including banks and other financial institutions.

The financial statements must be presented at a Council meeting no later than 1 month after submitting the annual report to the Minister.

Maribyrnong City Council

Comprehensive Income Statement for the year ended 30 June 2020

	Notes	2020 \$ '000	2019 \$ '000
Income			
Rates and charges	3.1	103,283	100,007
Statutory fees and fines	3.2	14,093	15,312
User fees	3.3	8,915	10,184
Grants - operating	3.4	8,846	8,760
Grants - capital	3.4	9,283	3,863
Contributions - monetary	3.5	5,850	5,227
Contributions - non monetary	3.5	74	5,485
Other income	3.7	3,221	4,153
Total income		153,565	152,991
Expenses			
Employee costs	4.1	51,619	55,830
Materials and services	4.2	64,009	55,223
Depreciation	4.3	17,298	18,184
Amortisation - right of use assets	4.4	714	-
Bad and doubtful debts	4.5	3,261	7,040
Finance costs - leases	4.7	19	-
Net loss on disposal of property, infrastructure, plant and equipment	3.6	2,235	2,402
Other expenses	4.8	624	1,561
Total expenses		139,779	140,240
Surplus for the year		13,786	12,751
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	86,351	(179,956)
Total other comprehensive income for the year		86,351	(179,956)
Total comprehensive result		100,137	(167,205)

The above statement should be read in conjunction with the accompanying notes.

Maribyrnong City Council

Balance Sheet

as at 30 June 2020

	Notes	2020 \$ '000	2019 \$ '000
ASSETS			
Current assets			
Cash and cash equivalents	5.1	46,507	38,214
Trade and other receivables	5.1	13,603	11,269
Other financial assets	5.1	50,000	52,000
Inventories	5.2	11	8
Other assets	5.2	2,004	2,022
Total current assets		112,125	103,513
Non-current assets			
Trade and other receivables	5.1	158	178
Property, infrastructure, plant and equipment	6.1	1,182,233	1,092,316
Right-of-use assets	5.7	1,576	-
Total non-current assets		1,183,967	1,092,494
TOTAL ASSETS		1,296,092	1,196,007
LIABILITIES			
Current liabilities			
Trade and other payables	5.3	11,001	13,300
Trust funds and deposits	5.3	3,462	3,262
Employee Provisions	5.4	14,230	13,595
Lease liabilities	5.7	657	-
Total current liabilities		29,350	30,157
Non-current liabilities			
Employee Provisions	5.4	905	1,088
Lease liabilities	5.7	938	-
Total non-current liabilities		1,843	1,088
TOTAL LIABILITIES		31,193	31,245
Net assets		1,264,899	1,164,762
EQUITY			
Accumulated Surplus		392,588	389,725
Reserves	9.1	872,311	775,037
Total equity		1,264,899	1,164,762

The above statement should be read in conjunction with the accompanying notes.

Maribyrnong City Council

Statement of Changes in Equity for the year ended 30 June 2020

	Notes	Total	Accumulated Surplus \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
2020					
Balance at beginning of the financial year		1,164,762	389,725	711,388	63,649
Surplus for the year		13,786	13,786	-	-
Other comprehensive income					
Net asset revaluation increment	6.1	86,351	-	86,351	-
Other comprehensive income		86,351	-	86,351	-
Total comprehensive income		100,137	13,786	86,351	-
Transfers to other reserves	9.1	-	(31,641)	-	31,641
Transfers from other reserves	9.1	-	20,718	-	(20,718)
Balance at end of the financial year		1,264,899	392,588	797,739	74,572

	Notes	Total	Accumulated Surplus \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
2019					
Balance at beginning of the financial year		1,331,967	374,185	891,344	66,438
Surplus for the year		12,751	12,751	-	-
Other comprehensive income					
Net asset revaluation (decrement)	6.1	(179,956)	-	(179,956)	-
Other comprehensive Income		(179,956)	-	(179,956)	-
Total comprehensive income		(167,205)	12,751	(179,956)	-
Transfers to other reserves	9.1	-	(30,010)	-	30,010
Transfers from other reserves	9.1	-	32,799	-	(32,799)
Balance at end of the financial year		1,164,762	389,725	711,388	63,649

The above statement should be read in conjunction with the accompanying notes.

Maribyrnong City Council

Statement of Cash Flows

for the year ended 30 June 2020

		2020 Inflows/ (Outflows) \$ '000	2019 Inflows/ (Outflows) \$ '000
	Notes		
Cash flows from operating activities			
Rates and charges		101,007	98,250
Statutory fees and fines		10,832	8,272
User fees		9,748	11,457
Grants - operating		8,846	8,760
Grants - capital		9,283	3,863
Contributions - monetary		5,850	5,227
Interest received		1,415	2,259
Trust funds and deposits taken		3,766	3,658
Other receipts		1,768	5,179
Net GST refund		7,262	7,463
Employee costs		(51,396)	(46,551)
Materials and services		(74,285)	(59,090)
Short-term, low value and variable lease payments		(121)	-
Trust funds and deposits repaid		(3,566)	(3,778)
Other payments		(377)	(11,750)
Net cash provided by operating activities	9.2	30,032	33,219
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(23,648)	(35,825)
Proceeds from sale of property, infrastructure, plant and equipment		623	2,898
Payments for investments		(32,000)	(80,000)
Proceeds from sale of investments		34,000	46,000
Net cash provided (used in) investing activities		(21,025)	(66,927)
Cash flows from financing activities			
Interest paid - lease liability		(19)	-
Repayment of lease liabilities		(695)	-
Net cash provided (used in) financing activities		(714)	-
Net increase (decrease) in cash and cash equivalents		8,293	(33,708)
Cash and cash equivalents at the beginning of the financial year		38,214	71,922
Cash and cash equivalents at the end of the financial year		46,507	38,214
Financing arrangements	5.5	350	350
Restrictions on cash assets	5.1	6,371	5,404

The above statement should be read in conjunction with the accompanying notes.

Maribyrnong City Council

Statement of Capital Works for the year ended 30 June 2020

	2020 \$ '000	2019 \$ '000
Property		
Land	1,072	9,994
Work in progress	651	-
Total land	1,723	9,994
Buildings	6,020	3,900
Heritage buildings	-	329
Work in progress	1,697	7,338
Total buildings	7,717	11,567
Total property	9,440	21,561
Plant and equipment		
Plant, machinery and equipment	1,436	1,778
Computers and telecommunications	658	1,159
Work in progress	865	94
Library books	750	656
Total plant and equipment	3,709	3,687
Infrastructure		
Roads	3,077	2,564
Bridges	670	-
Footpaths and cycleways	1,137	879
Drainage	1,309	689
Recreational, leisure and community facilities	-	1,514
Waste management	320	225
Parks, open space and streetscapes	501	595
Off street car parks	-	311
Work in progress	6,551	6,064
Other infrastructure	-	219
Total infrastructure	13,565	13,060
Total capital works expenditure	26,714	38,308
Represented by:		
New asset expenditure	5,873	15,324
Asset renewal expenditure	10,176	9,160
Asset expansion expenditure	-	328
Work in progress	9,765	-
Asset upgrade expenditure	900	13,496
Total capital works expenditure	26,714	38,308

The above statement should be read in conjunction with the accompanying notes.

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Overview

Introduction

The Maribyrnong City Council was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate.

The Council's main office is located at 61 Napier Street Footscray.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- (i) the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1.)
- (ii) the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1.).
- (iii) the determination of employee provisions (refer to Note 5.4.).
- (iv) the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- (v) the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)
- (vi) other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation (except where transitional requirements of *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities* do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

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Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 1. Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$2.5m where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

	Budget 2020 \$ '000	Actual 2020 \$ '000	Variance 2020 \$ '000	Variance 2020 %	Ref
1.1. Income and expenditure					
Income					
Rates and charges	103,110	103,283	173	0.17%	
Statutory fees and fines	14,824	14,093	(731)	-4.93%	1
User fees	13,138	8,915	(4,223)	-32.14%	2
Grants - operating	8,294	8,846	552	6.66%	
Grants - capital	9,462	9,283	(179)	-1.89%	
Contributions - monetary	6,251	5,850	(401)	-6.41%	3
Contributions - non monetary	-	74	74	0.00%	
Net gain on disposal of property, infrastructure, plant and equipment	380	-	(380)	-100.00%	4
Other income	2,567	3,221	654	25.48%	5
Total income	158,026	153,565	(4,461)	-2.82%	
Expenses					
Employee costs	58,281	51,619	(6,662)	-11.43%	6
Materials and services	56,907	64,009	7,102	12.48%	7
Depreciation	18,262	17,298	(964)	-5.28%	
Amortisation - right of use assets	-	714	714	0.00%	8
Bad and doubtful debts	2,412	3,261	849	35.20%	9
Finance costs - leases	-	19	19	0.00%	10
Net loss on disposal of property, infrastructure, plant and equipment	-	2,235	2,235	0.00%	11
Other expenses	1,056	624	(432)	-40.91%	12
Total expenses	136,918	139,779	2,861	2.09%	
Surplus for the year	21,108	13,786	(7,322)	-34.69%	

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 1. Performance against budget (continued)

1.1. Income and expenditure (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	The lost revenue is mainly due to Covid-19 Relief Package for refund of pet registration, waived food registration fees, outdoor dining permit fees, new business start-up fees and partially due to withdrawn infringements.
2.	This is mainly lost ticket machine fees \$2.8m, Maribyrnong Aquatic Centre \$855k and outsourced aged care \$407k.
3.	The contributions for Joseph Road Public Realm works delayed to FY20/21.
4.	The asset sales are offset against losses on disposal of infrastructure assets demolished during renewal works.
5.	There was increased income from property leases, rental of Church Street and re-imbursed costs eg. Robert Barrett reserve etc.
6.	Employee cost savings due to the Community Care service now under subcontracting arrangement and vacant position not filled during the financial year.
7.	The increase is due to the Community Care service now under subcontracting arrangement and agency staff offset by the reduction in employee costs.
8.	Amortisation or right of used assets is offset with depreciation.
9.	A reduction in Fines Victoria collections led to a significant increase in the allowance for impairment losses.
10.	AASB16 Interest on leases disclosure requirement applied after budget adoption.
11.	Losses due to demolition of infrastructure assets during renewal programs FY20/21 budget line item included.
12.	AASB16 New Right Of Use (ROU) asset leases disclosure requirement applied after budget adoption.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 1. Performance against budget (continued)

	Budget 2020 \$ '000	Actual 2020 \$ '000	Variance 2020 \$ '000	Variance 2020 %	Ref
1.2. Capital works					
Property					
Land	2,700	1,072	(1,628)	-60.30%	1
Works in Progress	-	651	651	0.00%	
Land improvements	-	-	-	0.00%	
Total land	2,700	1,723	(977)	-36.19%	
Buildings	11,067	6,020	(5,047)	-45.60%	2
Work in progress	-	1,697	1,697	0.00%	
Total buildings	11,067	7,717	(3,350)	-30.27%	
Total property	13,767	9,440	(4,327)	-31.43%	
Plant and equipment					
Plant, machinery and equipment	1,769	1,436	(333)	-18.82%	3
Computers and telecommunications	1,140	658	(482)	-42.28%	4
Work in progress	-	865	865	0.00%	
Library books	875	750	(125)	-14.29%	5
Total plant and equipment	3,784	3,709	(75)	-1.98%	
Infrastructure					
Roads	13,424	3,077	(10,347)	-77.08%	6
Bridges	600	670	70	11.67%	
Footpaths and cycleways	3,943	1,137	(2,806)	-71.16%	7
Drainage	785	1,309	524	66.75%	8
Recreational, leisure and community facilities	1,100	-	(1,100)	-100.00%	9
Waste management	200	320	120	60.00%	10
Parks, open space and streetscapes	9,046	501	(8,545)	-94.46%	11
Off street car parks	580	-	(580)	-100.00%	12
Work in progress	-	6,551	6,551	0.00%	13
Other infrastructure	780	-	(780)	-100.00%	
Total infrastructure	30,458	13,565	(16,893)	-55.46%	
Total capital works expenditure	48,009	26,714	(21,295)	-44.36%	
Represented by:					
New asset expenditure	25,772	5,873	(19,899)	-77.21%	
Asset renewal expenditure	16,427	10,176	(6,251)	-38.05%	
Asset expansion expenditure	560	-	(560)	-100.00%	
Work in progress	-	9,765	9,765	0.00%	
Asset upgrade expenditure	5,250	900	(4,350)	-82.86%	
Total capital works expenditure	48,009	26,714	(21,295)	-44.36%	

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 1. Performance against budget (continued)

1.2. Capital works (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	Delay of developer on New Park Spur Line/River Embankment project \$1.55m; negotiation with potential sellers continues for land acquisition in Footscray gap area (\$1.2m). External impact.
2.	There were 6 projects amount to \$0.435m did not proceed; 18 projects partially completed and will continue in 20/21 have an overall saving of \$2.53m to budget; over \$0.248m purchases outside of capitalisation criteria are written off.
3.	The "Smart Cities" program was budgeted as "Other infrastructure" but reclassified to this category. It has \$0.584m in WIP.
4.	Purchases outside of capitalisation criteria.
5.	Saving to budget.
6.	Delay on both "Joseph Road Public Realm" works and "Major Project" - road infrastructure creates \$5.50m budget variance; additionally, five locations of the Roads improvement program will carry forward \$1.52m. External impact.
7.	There were four locations including Bicycle and Pedestrian network upgrade for Geelong Road and Cranwell reserve will carry forward a total of \$0.922m to 20/21; Bicycle network upgrade - Medway Link also defers to FY21/22, generates \$1.35m saving to budget (openspace scheme).
8.	Cost variation for roads improvement program and for drainage works associate with parks and open space budget.
9.	Hansen Reserve masterplan implementation will continue in 20/21 with budget deferred (openspace scheme).
10.	Cost variation for rubbish bin purchases.
11.	Delay on Footscray Wharf and Promenade Project and McIvor Reserve: Sporting Fields and Facilities Renewal, both are carried forward to 20/21.
12.	Chifley Drive Carpark project delayed due to re design; Safer Communities - Maribyrnong Parks Lighting had material ordered from overseas and held up by COVID-19 restrictions. External impact.
13.	The "Smart Cities" program reclassified to "Plant, machinery and equipment" and currently in WIP.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 2(a). Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Corporate services

Corporate Services provides internal services to ensure a well-managed, financially sustainable, reputable and accountable organisation. It also supports the elected Council and its decision making role.

Community services

Community Services focuses on the population's wellbeing and activity, with particular attention to individuals and communities with special needs or defined by particular demographic characteristics.

Infrastructure services

Infrastructure Services is responsible for managing and maintaining the city's built and natural environments in the public domain.

Planning services

Planning Services is responsible for whole-of-city strategic planning and economic development, administering Council's planning scheme, and providing regulatory & enforcement services.

Maribyrnong City Council

Notes to the Financial Report
for the year ended 30 June 2020Note 2(b). Summary of revenues, expenses, assets and capital expenses
by program

Functions/activities	Income, expenses and assets have been directly attributed to the following functions/activities. Details of these functions/activities are provided in Note 2(a).				
	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	2020 \$ '000	2020 \$ '000	2020 \$ '000	2020 \$ '000	2020 \$ '000
Corporate services	107,988	18,870	89,118	2,678	112,308
Community services	11,633	25,986	(14,353)	6,273	–
Infrastructure services	6,123	71,186	(65,063)	3,895	1,183,784
Planning services	27,821	23,737	4,084	5,283	–
Total functions and activities	153,565	139,779	13,786	18,129	1,296,092

Functions/activities	Income, expenses and assets have been directly attributed to the following functions/activities. Details of these functions/activities are provided in Note 2(a).				
	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	2019 \$ '000	2019 \$ '000	2019 \$ '000	2019 \$ '000	2019 \$ '000
Corporate services	105,676	28,841	76,835	2,266	100,978
Community services	12,670	20,946	(8,276)	6,205	–
Infrastructure services	10,319	61,317	(50,998)	2,900	1,095,029
Planning services	24,326	29,136	(4,810)	1,252	–
Total functions and activities	152,991	140,240	12,751	12,623	1,196,007

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 3. Funding for the delivery of our services

	2020	2019
	\$ '000	\$ '000

3.1. Rates and charges

Council uses the Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV is the combined valuation of the land value (Site Value) and the building or house value which the property might reasonably be expected to be valued at.

The valuation base used to calculate general rates for 2019/20 first year under CIV at a total valuation of \$30.139 billion (2018/19 was a total valuation of \$1.752 billion under the previous Net Annual Valuation (NAV)).

General rates	94,331	97,408
Municipal charge	832	-
Waste management charge	6,853	985
Supplementary rates and rate adjustments	785	1,168
Interest on rates and charges	420	389
Cultural and recreational	62	57
Total rates and charges	103,283	100,007

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2019, and the valuation will be first applied in the rating year commencing 1 July 2019 (2019/20 year).

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2. Statutory fees and fines

Infringements and costs	8,662	9,275
Court recoveries	2,515	2,912
Town planning fees	1,010	1,199
Land information certificates	97	82
Permits	1,809	1,844
Total statutory fees and fines	14,093	15,312

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 3. Funding for the delivery of our services (continued)

	2020 \$ '000	2019 \$ '000
3.3. User fees		
Aged and health services	178	506
Leisure centre and recreation	3,753	4,974
Parking	1,918	2,071
Registration and other permits	405	543
Building services	94	120
Waste management services	22	15
Other fees and charges	2,545	1,955
Total user fees	8,915	10,184
User fees by timing of revenue recognition		
User fees recognised over time	4,922	4,583
User fees recognised at a point in time	3,993	5,601
Total user fees	8,915	10,184

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 3. Funding for the delivery of our services (continued)

	2020 \$ '000	2019 \$ '000
3.4. Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	3,547	5,514
State funded grants	14,582	7,109
Total grants received	18,129	12,623
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants - general purpose	2,271	2,070
Health support programs	2,668	2,462
Other	-	(15)
Recurrent - State Government		
Aged care	1,127	1,189
School crossing supervisors	259	259
Libraries	604	590
Maternal and child health	760	944
Community safety	537	453
Other	210	146
Total recurrent operating grants	8,436	8,098
Non-recurrent - Commonwealth Government		
Other	7	89
Non-recurrent - State Government		
Family and children	36	-
Recyclable collection	-	68
Festivals	110	110
Network Inner West	-	90
Footscray smart city	-	79
Open space	-	69
Local environments	-	62
Strategic planning	10	60
Gender equity	48	-
Footscray cemetery trust	124	-
DHHS community activation	34	-
Other	41	35
Total non-recurrent operating grants	410	662
Total operating grants	8,846	8,760

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 3. Funding for the delivery of our services (continued)

	2020 \$ '000	2019 \$ '000
3.4. Funding from other levels of government (continued)		
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	358	230
Financial assistance grants - local roads	650	555
Total recurrent capital grants	1,008	785
<i>Non-recurrent - Commonwealth Government</i>		
Smart cities & safer communities	514	-
Other	-	123
<i>Non-recurrent - State Government</i>		
Community infrastructure	6,782	1,021
Community road infrastructure	979	1,791
Other	-	143
Total non-recurrent capital grants	8,275	3,078
Total capital grants	9,283	3,863
(c) Unspent grants received on condition that they be spent in a specific manner:		
<i>Operating</i>		
Balance at start of year	1,671	3,767
Received during the financial year and remained unspent at balance date	1,694	1,671
Received in prior years and spent during the financial year	(1,671)	(3,767)
Balance at year end	1,694	1,671
<i>Capital</i>		
Balance at start of year	2,967	1,848
Received during the financial year and remained unspent at balance date	7,766	2,967
Received in prior years and spent during the financial year	(2,967)	(1,848)
Balance at year end	7,766	2,967

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 3. Funding for the delivery of our services (continued)

	2020 \$ '000	2019 \$ '000
3.5. Contributions		
Monetary	5,850	5,227
Total monetary contributions	5,850	5,227
Non-monetary	74	5,485
Total non-monetary contributions	74	5,485
Total contributions	5,924	10,712
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Land	-	5,485
Roads	74	-
Total non-monetary contributions	74	5,485

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

3.6. Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Property, infrastructure, plant and equipment

Proceeds of sale	623	2,898
Written down value of assets disposed	(2,858)	(5,300)
Total net (loss) on disposal of property, infrastructure, plant and equipment	(2,235)	(2,402)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7. Other income

Interest	1,415	2,259
Facility Hire	730	710
Other	1,076	1,184
Total other income	3,221	4,153

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 4. The cost of delivering services

	2020 \$ '000	2019 \$ '000
4.1. (a). Employee costs		
Wages and salaries	43,873	47,585
WorkCover	694	488
Casual staff	2,298	2,565
Superannuation	4,081	4,328
Fringe benefits tax	243	267
Other	430	597
Total employee costs	51,619	55,830

4.1. (b). Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund
(Vision Super)

296	351
296	351

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund
(Vision Super)
Employer contributions - other funds

2,484	2,762
1,301	1,215
3,785	3,977

Total superannuation costs

4,081	4,328
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Refer to Note 9.3. for further information relating to Council's superannuation obligations.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 4. The cost of delivering services (continued)

	2020 \$ '000	2019 \$ '000
4.2. Materials and services		
Contract payments	37,475	31,445
Building maintenance	2,484	2,290
General maintenance	140	124
Utilities	3,245	3,581
Office administration	4,632	3,956
Information technology	2,624	2,302
Insurance	1,314	1,104
Consultants	1,733	1,375
Expenses from short term and low value leases	121	-
Community grants	1,484	1,244
Debt recovery infringement costs	1,753	1,959
Tipping and refuse collections	7,004	5,843
Total materials and services	64,009	55,223
4.3. Depreciation		
Property		
Total depreciation - property	3,060	4,474
Plant and equipment		
Total depreciation - plant and equipment	2,928	2,212
Infrastructure		
Total depreciation - infrastructure	11,310	11,498
Total depreciation	17,298	18,184
<i>Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.</i>		
4.4. Amortisation - Right of use assets		
Vehicles	602	-
Other	112	-
Total Amortisation - Right of use assets	714	-

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 4. The cost of delivering services (continued)

	2020 \$ '000	2019 \$ '000
4.5. Bad and doubtful debts		
Parking fine debtors	3,261	7,028
Other debtors	-	12
Total bad and doubtful debts	3,261	7,040
Movement in provisions for doubtful debts		
Balance at the beginning of the year	17,827	10,799
New provisions recognised during the year	3,261	7,028
Balance at end of year	21,088	17,827
Provision for doubtful debt is based on the expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.		
4.6 Finance Costs - Leases		
Interest - Lease Liabilities	19	-
Total finance costs	19	-
4.7. Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	59	58
Internal Audit	71	71
Other Audit services	160	185
Councillors' allowances and superannuation	259	251
Other	75	996
Total other expenses	624	1,561

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 5. Our financial position

	Note	2020 \$ '000	2019 \$ '000
5.1. Financial assets			
(a) Cash and cash equivalents			
Cash on hand		10	10
Cash at bank		1,997	2,204
Term deposits		44,500	36,000
Total current cash and cash equivalents		46,507	38,214
(b) Other financial assets			
Term deposits		50,000	52,000
Total current other financial assets		50,000	52,000
External restrictions			
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
Trust funds and deposits		3,462	3,262
Developer contributions	5.3	2,909	2,142
Total restricted funds		6,371	5,404
Total unrestricted cash and cash equivalents		40,136	32,810
Intended allocations			
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:			
Cash held to fund carried forward capital works		42,789	40,789
Grants received in advance		9,460	4,638
Mausoleum trust		574	574
Open space contributions		18,840	15,506
Long service leave liability		9,389	9,393
Annual leave liability		4,977	4,421
Gratuity liability		769	869
Total funds subject to intended allocations		86,798	76,190

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 5. Our financial position (continued)

	2020 \$ '000	2019 \$ '000
5.1. Financial assets (continued)		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	8,029	5,733
Infringement debtors	23,620	20,539
Net GST receivable	1,322	1,491
<i>Non-statutory receivables</i>		
Other debtors	1,719	1,332
Provisions for doubtful debts		
Provision for doubtful debts - infringements	(21,087)	(17,826)
Total current trade and other receivables	13,603	11,269
Non-current		
<i>Statutory receivables</i>		
Deferred rates debtors	158	178
Total non-current trade and other receivables	158	178
Total trade and other receivables	13,761	11,447

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	1,633	894
Past due between 30 to 60 days	24	19
Past due between 60 and 90 days	1	356
Past due by more than 90 days	61	63
Total trade and other receivables	1,719	1,332

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 5. Our financial position (continued)

	2020	2019
	\$ '000	\$ '000

5.1. Financial assets (continued)

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$nil (2019: \$nil) were impaired. The amount of the provision raised against these debtors was \$nil (2019: \$nil).

5.2. Non-financial assets

(a) Inventories

Inventories held for sale	11	8
Total current inventories	11	8

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	1,865	1,655
Accrued income	139	367
Total current other assets	2,004	2,022

5.3. Payables

(a) Trade and other payables

Trade payables	8,160	8,360
Accrued expenses	2,841	4,940
Total current trade and other payables	11,001	13,300

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 5. Our financial position (continued)

	2020 \$ '000	2019 \$ '000
5.3. Payables (continued)		
(b) Trust funds and deposits		
Current		
Refundable deposits	2,291	2,223
Fire services levy	809	532
Retention amounts	209	209
Other refundable deposits	153	298
Total current trust funds and deposits	3,462	3,262

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 5. Our financial position (continued)

	Employee Provisions \$ '000	
5.4. Employee provisions		
2020		
Balance at beginning of the financial year	14,683	
Additional provisions	5,050	
Amounts used	(4,761)	
Change in the discounted amount arising because of time and the effect of any change in the discount rate	163	
Balance at the end of the financial year	15,135	
2019		
Balance at beginning of the financial year	14,577	
Additional provisions	5,077	
Amounts used	(5,321)	
Change in the discounted amount arising because of time and the effect of any change in the discount rate	350	
Balance at the end of the financial year	14,683	
	2020	2019
	\$ '000	\$ '000

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

Annual leave	3,680	3,264
Long service leave	1,051	1,061
Retirement gratuity	45	52
	4,776	4,377

Current provisions expected to be wholly settled after 12 months

Annual leave	1,297	1,157
Long service leave	7,433	7,244
Retirement gratuity	724	817
	9,454	9,218
Total current employee provisions	14,230	13,595

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

	2020 \$ '000	2019 \$ '000
5.4. Provisions (continued)		
Non-current		
Long service leave	905	1,088
Total non-current employee provisions	905	1,088
Aggregate carrying amount of employee provisions:		
Current	14,230	13,595
Non-current	905	1,088
Total aggregate carrying amount of employee provisions	15,135	14,683

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.

Key assumptions:	2020	2019
- discount rate	0.87%	1.32%
- index rate	2.25%	2.50%
- other	17yrs	16yrs

5.5. Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2020.

Bank overdraft	200	200
Business card facilities	150	150
Total facilities	350	350
Business card facilities used	33	40
Used facilities	33	40
Unused facilities	317	310

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
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5.6. Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2020

Operating

Consultancies	499	113	45	-	657
Cleaning contracts for council buildings	213	-	-	-	213
Tree maintenance	925	869	2,671	-	4,465
IT services	472	214	156	-	842
Co-generation	108	111	352	72	643
Plant & equipment	200	114	335	-	649
Street Cleansing	640	657	221	-	1,518
Management services	680	-	-	-	680
Other	41	-	-	-	41
Total	3,778	2,078	3,780	72	9,708

Capital

Buildings	6,370	4,272	273	-	10,915
Roads	206	27	27	-	260
Street trees	1,033	697	613	-	2,343
Plant & equipment	1,292	129	21	-	1,442
Other	22	-	-	-	22
Total	8,923	5,125	934	-	14,982

2019

Operating

Consultancies	1,452	348	26	-	1,826
Cleaning contracts for council buildings	1,183	704	965	-	2,852
Tree maintenance	1,050	-	-	-	1,050
Courier services	14	-	-	-	14
IT services	383	142	141	-	666
Co-generation	116	119	377	212	824
Library management system	29	-	-	-	29
Other	65	32	-	-	97
Total	4,292	1,345	1,509	212	7,358

Capital

Buildings	3,184	688	540	-	4,412
Roads	1,434	-	-	-	1,434
Drainage	274	-	-	-	274
Plant and equipment	1,181	471	609	110	2,371
Street trees	650	180	185	-	1,015
Other	186	-	-	-	186
Total	6,909	1,339	1,334	110	9,692

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

5.7. Leases

Policy applicable before 1 July 2019

As a lessee, council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 July 2019

Council has applied *AASB 16 Leases* using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The council applied the approach consistently to all leases in which it is a lessee.

On transition to *AASB 16 Leases*, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The council has applied this practical expedient to all of its contracts and therefore applied *AASB 16 Leases* only to contracts that were previously identified as leases.

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

5.7. Leases (continued)

Policy applicable after 1 July 2019 (continued)

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

	Vehicles \$ '000	Other \$ '000	Total \$ '000
5.7. Leases (continued)			
(a) Right-of-Use Assets			
Balance at 1 July 2019	1,980	171	2,151
Additions	130	10	140
Amortisation charge	(602)	(112)	(714)
Balance at 30 June 2020	1,508	68	1,576

(b) Lease Liabilities

	2020
Maturity analysis - contractual undiscounted cash flows	
Less than one year	657
One to five years	877
More than five years	61
Total undiscounted lease liabilities as at 30 June:	1,595
Lease liabilities included in the Balance Sheet at 30 June:	
Current	657
Non-current	938
Total lease liabilities	1,595

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2020
Expenses relating to:	
Short-term and low value leases	121
Total	121
Variable lease payments (not included in measurement of lease liabilities)	-

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Within one year	69
Later than one year but not later than five years	4
Total lease commitments	73

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

5.7. Leases (continued)

i. Leases classified as operating leases under AASB 117 Leases

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying *AASB 16 Leases* to leases previously classified as operating leases under *AASB 117 Leases*.

- Applied a single discount rate to a portfolio of leases with similar characteristics.
- Adjusted the right-of-use assets by the amount of *AASB 137 Provisions, Contingent Liabilities and Contingent Assets* onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

ii. Leases previously classified as finance leases

For leases that were classified as finance leases under *AASB 117 Leases*, the carrying amount of the right-of-use asset and the lease liability at 1 July 2019 are determined at the carrying amount of the lease asset and lease liability under *AASB 117 Leases* immediately before that date.

Council is not required to make any adjustments on transition to *AASB 16 Leases* for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with *AASB 16 Leases* from the date of initial application.

Impact on financial statements

On transition to *AASB 16 Leases*, Council recognised an additional \$2.1m of right-of-use assets and \$2.1m of lease liabilities, recognising the difference in retained earnings.

When measuring lease liabilities, Council discounted lease payments using its incremental borrowing rate at 1 July 2019. The weighted-average rate applied is 1.00%.

	2019 \$ '000
Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	2,130
Discounted using the incremental borrowing rate at 1 July 2019	21
Finance lease liability recognised as at 30 June 2019	2,151

Maribyrnong City Council

Notes to the Financial Report
for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.1. Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment		At Fair Value 30 June 2019 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Depreciation \$ '000	Disposal \$ '000	Write-off \$ '000	Transfers \$ '000	At Fair Value 30 June 2020 \$ '000
Property		724,114	7,092	-	69,272	(3,060)	(1,163)	-	7,611	803,866
Plant and equipment		7,473	2,844	-	-	(2,928)	(469)	743	94	7,757
Infrastructure		344,183	7,014	74	17,079	(11,310)	(1,971)	-	1,519	356,589
Work in progress		16,546	9,764	-	-	-	-	(3,065)	(9,224)	14,021
Total		1,092,316	26,714	74	86,351	(17,298)	(3,603)	(2,322)	-	1,182,233

Summary of Work in Progress		Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property		8,926	2,348	(963)	(7,611)	2,700
Plant and equipment		94	865	-	(94)	865
Infrastructure		7,526	6,551	(2,102)	(1,519)	10,456
Total		16,546	9,764	(3,065)	(9,224)	14,021

Maribyrnong City Council

Notes to the Financial Report
for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.1. Property, infrastructure, plant and equipment (continued)

Property		Land - specialised	Land - non specialised	Land under roads	Total Land & Land Improvements	Heritage buildings	Buildings - specialised	Buildings - non specialised	Total Buildings	Work In Progress	Total Property
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2019		381,738	164,826	548	547,112	47,800	239,587	9,093	296,480	8,926	852,518
Accumulated depreciation at 1 July 2019		-	-	-	-	(19,959)	(93,347)	(6,172)	(119,478)	-	(119,478)
Carrying value - 1 July 2019		381,738	164,826	548	547,112	27,841	146,240	2,921	177,002	8,926	733,040
Movements in fair value											
Additions		1,072	-	-	1,072	-	6,017	3	6,020	2,348	9,440
Revaluation		45,581	13,308	-	58,889	3,490	17,361	262	21,113	-	80,002
Disposal		-	-	-	-	-	(2,679)	(133)	(2,812)	-	(2,812)
Write-off		-	-	-	-	-	-	-	-	(963)	(963)
Transfers		-	-	-	-	-	7,522	89	7,611	(7,611)	-
Total movements in fair value		46,653	13,308	-	59,961	3,490	28,222	221	31,933	(6,226)	85,668
Movements in accumulated depreciation											
Depreciation and amortisation		-	-	-	-	(556)	(2,370)	(134)	(3,060)	-	(3,060)
Accumulated depreciation of disposals		-	-	-	-	-	1,563	86	1,649	-	1,649
Accumulated depreciation on revaluation		-	-	-	-	(1,557)	(9,054)	(119)	(10,730)	-	(10,730)
Total movements in accumulated depreciation		-	-	-	-	(2,113)	(9,861)	(167)	(12,141)	-	(12,141)
At fair value 30 June 2020		428,391	178,134	548	607,073	51,290	267,809	9,315	328,414	2,699	938,186
Accumulated depreciation at 30 June 2020		-	-	-	-	(22,072)	(103,210)	(6,339)	(131,621)	-	(131,621)
Carrying value - 30 June 2020		428,391	178,134	548	607,073	29,218	164,599	2,976	196,793	2,699	806,565

Maribyrnong City Council

Notes to the Financial Report
for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.1. Property, infrastructure, plant and equipment (continued)

Plant and Equipment		Plant machinery and equipment	Computers and telecomms	Library books	Work In Progress	Total plant and equipment
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2019		9,606	13,200	4,148	94	27,048
Accumulated depreciation at 1 July 2019		(5,454)	(11,531)	(2,496)	-	(19,481)
Carrying value - 1 July 2019		4,152	1,669	1,652	94	7,567
Movements in fair value						
Additions		1,436	658	750	865	3,709
Disposal		(679)	(5,083)	(786)	-	(6,548)
Write-off/on		-	743	-	-	743
Transfers		94	-	-	(94)	-
Total movements in fair value		851	(3,682)	(36)	771	(2,096)
Movements in accumulated depreciation						
Depreciation and amortisation		(1,438)	(736)	(754)	-	(2,928)
Accumulated depreciation of disposals		523	5,083	473	-	6,079
Total movements in accumulated depreciation		(915)	4,347	(281)	-	3,151
At fair value 30 June 2020		10,458	9,518	4,111	865	24,952
Accumulated depreciation at 30 June 2020		(6,371)	(7,184)	(2,776)	-	(16,331)
Carrying value - 30 June 2020		4,087	2,334	1,335	865	8,621

Maribyrnong City Council

Notes to the Financial Report
for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.1. Property, infrastructure, plant and equipment (continued)

Infrastructure		Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Waste management	Parks open spaces and streetscapes	Off street car parks	Other infrastructure	Work In Progress	Total Infrastructure
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2019		259,842	3,059	78,097	198,008	10,384	562	5,404	15,655	3,526	7,526	582,063
Accumulated depreciation at 1 July 2019		(105,614)	(1,573)	(36,011)	(75,136)	(4,327)	(236)	(1,425)	(4,886)	(1,146)	-	(230,354)
Carrying value - 1 July 2019		154,228	1,486	42,086	122,872	6,057	326	3,979	10,769	2,380	7,526	351,709
Movements in fair value												
Additions		3,077	670	1,137	1,309	-	320	501	-	-	6,551	13,565
Contributions		64	-	-	10	-	-	-	-	-	-	74
Revaluation		33,131	-	19,516	-	-	-	-	-	-	-	52,647
Disposal		(2,083)	-	(1,112)	(878)	-	-	(11)	-	-	-	(4,084)
Write-off		-	-	-	-	-	-	-	-	-	(2,102)	(2,102)
Transfers		534	-	644	257	-	-	84	-	-	(1,519)	-
Total movements in fair value		34,723	670	20,185	698	-	320	574	-	-	2,930	60,100
Movements in accumulated depreciation												
Depreciation and amortisation		(5,997)	(49)	(1,946)	(1,979)	(494)	(109)	(296)	(212)	(228)	-	(11,310)
Accumulated depreciation of disposals		1,292	-	487	324	-	-	10	-	-	-	2,113
Accumulated depreciation on revaluation		(26,129)	-	(9,439)	-	-	-	-	-	-	-	(35,568)
Total movements in accumulated depreciation		(30,834)	(49)	(10,898)	(1,655)	(494)	(109)	(286)	(212)	(228)	-	(44,765)
At fair value 30 June 2020		294,566	3,729	98,282	198,706	10,384	882	5,978	15,655	3,526	10,457	642,165
Accumulated depreciation at 30 June 2020		(136,448)	(1,622)	(46,909)	(76,791)	(4,821)	(345)	(1,711)	(5,097)	(1,374)	-	(275,118)
Carrying value - 30 June 2020		158,118	2,107	51,373	121,915	5,563	537	4,267	10,558	2,152	10,457	367,047

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.1. Property, infrastructure, plant and equipment (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period years	Threshold Limit \$ '000
<i>Asset recognition thresholds and depreciation periods</i>		
Land & land improvements		
Land	Not depreciated	20,000
Land improvements	10 - 25 years	20,000
Buildings		
Buildings	10 - 250 years	10,000
Heritage buildings	10 - 150 years	20,000
Building improvements	10 - 25 years	10,000
Leasehold improvements	1 - 20 years	20,000
Plant and Equipment		
Plant, machinery and equipment	2 - 10 years	5,000
Computers and telecommunications	3 - 10 years	5,000
Library books	1 - 10 years	5,000
Infrastructure		
Roads - pavements and seals	10 - 25 years	10,000
Roads - substructure	25 - 80 years	10,000
Roads - kerb, channel and minor culverts	25 - 80 years	10,000
Bridges	50 - 100 years	10,000
Footpaths and cycle ways	1 - 50 years	10,000
Drainage	30 - 100 years	10,000
Recreational, leisure and community facilities	5 - 50 years	10,000
Waste management	1 - 3 years	10,000
Parks, open space and streetscapes	5 - 40 years	10,000
Off street car parks	15 - 80 years	10,000

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.1. Property, infrastructure, plant and equipment (continued)

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed in the previous page and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 1 to 20 year period.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer (William Robbins reg. no. AAPI 101237). The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.1. Property, infrastructure, plant and equipment (continued)

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. A full revaluation of these may be conducted in 2020/21 if triggered by changes in value.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2020 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of valuation
Specialised land	-	113	428,391	30/06/20
Non-specialised land	-	168,736	9,398	30/06/20
Heritage Buildings	-	-	29,218	30/06/20
Non-Specialised Buildings	-	-	164,600	30/06/20
Specialised Buildings	-	-	2,975	30/06/20
Total	-	168,849	634,582	

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with an internal valuation undertaken by Mr Pragnesh Shah, Bachelor of Engineering (Civil-IWM), acting Manager Strategic Asset Management.

The date of the current valuation is detailed in the following table. A rate based revaluation was conducted in the current year, this valuation was based on contract references, excavation assumptions and material types in line with the "Greenfields" approach, a full revaluation of these assets will be conducted in 2020/21.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation. Except for minor recreation, waste, parks and other infrastructure assets which are at historical cost.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2020 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of valuation
Roads	-	-	158,118	01/07/19
Bridges	-	-	2,107	30/06/15
Footpaths and cycleway	-	-	51,373	01/07/19
Drainage	-	-	121,915	01/07/17
Recreational, leisure and community facilities	-	-	-	n/a
Waste management	-	-	-	n/a
Parks, open space and streetscapes	-	-	-	n/a
Off street car parks	-	-	10,558	30/06/16
Other infrastructure	-	-	-	n/a
Total	-	-	344,071	

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.1. Property, infrastructure, plant and equipment (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 0% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$3 and \$1,820 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$165 to \$31,020 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 10 years to 250 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

	2020 \$ '000	2019 \$ '000
Land under roads	548	548
Land - specialised	428,391	381,738
Total specialised land	428,939	382,286

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 7. People and relationships

	2020	2019
	\$ '000	\$ '000

7.1. Council and key management remuneration

(a) Related Parties

Parent entity

Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are nil.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors	Cuc Lam Sarah Carter - Mayor from Nov 2019 Simon Crawford Megan Bridger-Darling Gina Huynh Mia McGregor Martin Zakharov - Mayor till Nov 2019 Chief Executive Officer Director - Corporate Services Director - Infrastructure Services Director - Planning Services Director - Community Services		
Total Number of Councillors		No. 7	No. 8
Total of Chief Executive Officer and other Key Management Personnel		5	5
Total Number of Key Management Personnel		12	13

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 7. People and relationships (continued)

	2020	2019
	\$ '000	\$ '000

7.1. Council and key management remuneration (continued)

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	1,471	1,500
Long-term benefits	44	46
Post employment benefits	121	117
Total	1,636	1,663

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	No.	No.
\$10,000 - \$19,999	-	2
\$20,000 - \$29,999	5	4
\$40,000 - \$49,999	1	1
\$70,000 - \$79,999	1	1
\$240,000 - \$249,999	-	1
\$250,000 - \$259,999	1	1
\$260,000 - \$269,999	3	2
\$330,000 - \$339,999	-	1
\$350,000 - \$350,999	1	-
	12	13

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000.

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	No.	No.
\$148,000 - \$149,999	-	2
\$151,000 - \$159,999	3	2
\$160,000 - \$169,999	4	7
\$170,000 - \$179,999	10	10
\$180,000 - \$189,999	5	2
\$200,000 - \$209,999	1	-
	23	23

Total Remuneration for the reporting year for Senior Officers included above amounted to:	\$ '000	\$ '000
	3,774	3,709

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 7. People and relationships (continued)

7.2. Related party disclosure

(a) Transactions with related parties

During the period Council entered into no transactions with related parties.

(b) Outstanding balances with related parties

There were no outstanding balances at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

There were no loans in existence at balance date that have been made, guaranteed or secured by the council to a related party.

(d) Commitments to/from related parties

There were no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party.

Note 8. Managing uncertainties

8.1. Contingent assets and liabilities

(a) Contingent assets

The only anticipated contingent assets for Council are contributed assets including roads, drains, footpaths and parks which may be created in the approval and construction of large scale residential developments. On completion of the development they are donated to the Council for ongoing maintenance and replacement. Contributed assets are valued at their current replacement cost.

Contributed assets that may be received in 2020/2021 (subject to unknown developments) are unknown at this time and are not recognised in this financial report. The contributed assets in 2019/20 were \$74k and \$5.5m in 2018/2019 (note 3.5).

Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes.

These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years.

All leases include a CPI based revision of the rental charge annually.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

	2020 \$ '000	2019 \$ '000
8.1. Contingent assets and liabilities (continued)		
Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:		
Not later than one year	819	641
Later than one year and not later than five years	2,995	2,401
Later than five years	1,242	1,754
	5,056	4,796

(b) Contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

There are no known potential contingencies considered by council.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$nil paid during the 2019/20 year (2018/19 \$nil).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2020. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 are \$296k.

Insurance claims

Council has no any major insurance claims that could have a material impact on future operations.

Council is not aware of any major insurance claims that could have a material impact on future operations.

Legal matters

Council is not aware of any major legal matters that could have a material impact on future operations.

Building cladding

Council is not aware of any potential contingents that may exist in relation to rectification works or other matters associated with building cladding that may have the potential to adversely impact on Council.

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

8.1. Contingent assets and liabilities (continued)

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

EML Workcare

Council is a participant of the EML WorkCare Scheme. The EML WorkCare scheme provides workers compensation insurance. The EML WorkCare Scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

(c) Guarantees for loans to other entities

Council is not aware of any financial guarantees or loans to other entities.

8.2. Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2020 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

Based on the Council's current assessment, there is expected to be no material impact on the transactions and balances recognised in the financial statements.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

The Standard principally amends *AASB 101 Presentation of Financial Statements* and *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors*. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

8.3. Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Currently Council has no loans. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

8.3. Financial instruments (continued)

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods data and current assessment of risk.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

8.3. Financial instruments (continued)

(d) Liquidity risk (continued)

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1% and - 1% in market interest rates (AUD) from year-end rates of 0.6% - 2.8%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4. Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

8.4. Fair value measurement (continued)

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5. Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Share of incr. (decr) on revaluation of the asset class by an associate \$ '000	Balance at end of reporting period \$ '000
9.1. Reserves				
(a) Asset revaluation reserves				
2020				
Property				
Land	408,577	58,889	-	467,466
Buildings	92,462	10,383	-	102,845
	501,039	69,272	-	570,311
Infrastructure				
Roads	112,480	7,002	-	119,482
Bridges	738	-	-	738
Footpaths and cycleway	18,975	10,077	-	29,052
Drainage	78,156	-	-	78,156
	210,349	17,079	-	227,428
Total asset revaluation reserves	711,388	86,351	-	797,739
2019				
Property				
Land	593,690	(185,113)	-	408,577
Buildings	87,305	5,157	-	92,462
	680,995	(179,956)	-	501,039
Infrastructure				
Roads	112,480	-	-	112,480
Bridges	738	-	-	738
Footpaths and cycleway	18,975	-	-	18,975
Drainage	78,156	-	-	78,156
	210,349	-	-	210,349
Total asset revaluation reserves	891,344	(179,956)	-	711,388

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Transfer from accumulated surplus \$ '000	Transfer to accumulated surplus \$ '000	Balance at end of reporting period \$ '000
9.1. Reserves (continued)				
(b) Other reserves				
2020				
Restricted reserves				
Developer contributions	2,142	1,188	(421)	2,909
Total restricted reserves	2,142	1,188	(421)	2,909
Discretionary reserves				
Mausoleum trust	574	-	-	574
Open space	15,506	4,424	(1,090)	18,840
Carried forward grants	4,638	9,460	(4,638)	9,460
Carried forward Council funds	8,650	5,461	(8,650)	5,461
Major projects	32,139	11,108	(5,919)	37,328
Total discretionary reserves	61,507	30,453	(20,297)	71,663
Total Other reserves	63,649	31,641	(20,718)	74,572
2019				
Restricted reserves				
Developer contributions	1,971	171	-	2,142
Total restricted reserves	1,971	171	-	2,142
Discretionary reserves				
Mausoleum trust	574	-	-	574
Open space	10,235	6,818	(1,547)	15,506
Carried forward grants	3,767	4,638	(3,767)	4,638
Carried forward Council funds	9,507	8,650	(9,507)	8,650
Major projects	40,384	9,733	(17,978)	32,139
Total discretionary reserves	64,467	29,839	(32,799)	61,507
Total Other reserves	66,438	30,010	(32,799)	63,649

The purpose of the mausoleum trust reserve is for the future maintenance of the cemetery. The open space reserve is to segregate the levies collected until required for upgraded, new and expansion works. The developer contributions (DC) reserves segregate the levies collected until required. The purpose of carried forwards is to segregate unspent project funds for future expenditure. The purpose of the major projects is to segregate funds until commencement of works. Reserve balances/movements are determined through the budgeting process and changes are reflected through reporting throughout the year.

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 9. Other matters (continued)

	2020 \$ '000	2019 \$ '000
9.2. Reconciliation of cash flows from operating activities to surplus		
Surplus for the year	13,786	12,751
Depreciation/amortisation	18,012	18,184
Net (loss) on disposal of property, infrastructure, plant and equipment	2,235	2,402
Contributions - Non-monetary assets	(74)	(5,485)
Operating amounts disclosed in financing activities	19	-
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(2,314)	1,528
Decrease in inventories	(3)	(2)
Decrease in prepayments	(210)	(881)
Increase/(decrease) in accrued income	228	(135)
Increase/(decrease) in trade and other payables	(2,299)	4,871
Increase in provisions	452	106
(Decrease)/increase in other liabilities	200	(120)
Net cash provided by/(used in) operating activities	30,032	33,219

9.3. Superannuation

Council makes all/the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision My Super/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2020, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 9. Other matters (continued)

9.3. Superannuation (continued)

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

The 30 June 2020 triennial actuarial investigation is currently underway and a review of the financial and demographic assumptions used in the investigation has been completed. As a result, the 30 June 2020 VBI result is 104.6%.

Net investment returns 6.6% pa

Salary information 0.6% qtr.

Price inflation (CPI) 1.2% pa.

The VBI of 104.6% satisfies APRA's Superannuation Prudential Standard 1600 (SP160). Because the VBI was above 100%, there is no change necessary to the Defined Benefit category's funding arrangements.

Triennial valuation

As indicated above, the 30 June 2020 actuarial review is currently in progress. This is a triennial investigation and will be a comprehensive review of the sub-plan's position and is expected to be completed by 31 December 2020. Until the investigation is completed, the nominated VBI shortfall threshold is 100%. In the event the VBI falls below this threshold, the Fund Actuary will consider the form of a restoration plan as part of the investigation considerations.

Employer contributions

Regular contributions

On the basis of the results of the 2018 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2020, this rate was 9.5% of members' salaries (9.5% in 2018/2019). This rate will increase in line with any increases in the SG contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 9. Other matters (continued)

9.3. Superannuation (continued)

Funding calls (continued)

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2018.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2018.

In addition to the above contributions, Council has not paid unfunded liability payments to Vision Super \$nil 2019/20 (2018/19 \$nil).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2020.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2020 is \$nil.

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 10. Changes in accounting policies

(a) Changes in accounting policies due to adoption of new accounting standards – not retrospective

i) Impact of adoption of new accounting standards

AASB 15 Revenue from Contracts with Customers

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted *AASB 15 Revenue from Contracts with Customers* using the modified (cumulative catch up) method. Revenue for 2019 as reported under *AASB 118 Revenue* is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

AASB 16 Leases

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. The transition impact of these are detailed below.

Adjustments to the current year figures for the year ended 30 June 2020 in relation to the adoption of *AASB 16 Leases*

	Original Balance 1 July, 2019 \$ '000	Impact Increase/ (decrease) \$ '000	Restated Balance 1 July, 2019 \$ '000
Statement of Financial Position			
Right-of-use assets	-	2,151	2,151
Total assets		2,151	2,151
Lease liabilities	-	2,151	2,151
Total liabilities		2,151	2,151
Total equity	-	-	-

Maribyrnong City Council

Notes to the Financial Report for the year ended 30 June 2020

Note 10. Changes in accounting policies

(a) Changes in accounting policies due to adoption of new accounting standards – not retrospective

AASB 1058 Income of Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted *AASB 1058 Income of Not-for-Profit Entities* using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 Income of Not-for-Profit Entities requires income to be recognised as Council satisfies the performance obligations under the contract.

ii) Transition impacts

There was no impact on the transition to the new standards on retained earnings at 1 July 2019.

(b) Changes in accounting policies due to adoption of new accounting standards – retrospective

Council made no changes in accounting policies due to adoption of new accounting standards – retrospective

(c) Voluntary changes in accounting policies

Council made no voluntary changes in any accounting policies during the year.

d) Transition impacts

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019.

2019
\$'000

Retained earnings at 30 June 2019	-
Revenue adjustment - impact of AASB 15 Revenue from Contracts with Customers	-
Income Adjustment - impact of AASB 1058 Income of Not-for-Profit Entities	-
[revenue adjustment]	-
Retained earnings at 1 July 2019	-

Council adopted the practical expedient of deeming the lease asset to be equal in value to the lease liability at 1 July 2019. As such there was no impact on retained earnings on the adoption of AASB 16 Leases.

Maribyrnong City Council

Notes to the Financial Report

for the year ended 30 June 2020

Note 11. Errors and changes in accounting estimates

Correction of error/s relating to a previous reporting period

Council made no correction of errors during the current reporting period.

Note 12. COVID-19

Impact of COVID-19 pandemic on council operations and 2019-20 financial report:

In March 2020, COVID-19 was declared as a global pandemic by world health organisation. Since then, various measures were taken by all three levels of Government in Australia to reduce the spread of COVID-19.

This crisis and measures taken to mitigate COVID-19 has impacted council operations in the following areas for the financial year ended 30 June 2020:

- In response to government imposed restrictions which led significant decrease in demand, the leisure centre facilities / libraries/ community centres were closed. This resulted in a decrease in the council user fee revenue by \$950k and also decreased associated expenses by \$246k.
- Council paused all commercial rent agreements from 25 March 2020. This resulted in decrease in rent revenue of \$92k.
- Council adopted a Covid-19 Financial Hardship Policy in response to this crisis on 21 April 2020.
- The financial impact from from deferral of rates revenue/interest free period between 21 April and the date of this report is \$1.06m. This has also resulted in a \$2.30m increase in the debtor balance as at 30 June 2020 compared to last year.
- Council allocated \$4m during the 2019/2020 financial year for community business relief packages. This includes rate relief/deferrals; lease and license fee reductions; fee waivers for kindergarten and pet registration; suspension of MAC memberships, COVID-19 community grants, arts grants and expansion of services (immunisation, food services, care packs).

In addition there has been a zero rate increase for the FY 20/21 (providing a further \$1.95m rate relief to ratepayers).

Appendix 1

Committee membership

COMMITTEE	2019 REPRESENTATION	2020 REPRESENTATION	PURPOSE
Audit and Risk Committee (MCC) (previously known as Audit Committee (MCC))	Mayor ex-officio Cr Megan Bridger-Darling Cr Gina Huynh	Mayor ex-officio Cr Megan Bridger-Darling Cr Martin Zakharov	Ensures compliance with laws and regulations relating to financial/other business of Council.
Brooklyn Community Reference Group	Cr Mia McGregor	Cr Mia McGregor	Community reference group facilitated by the EPA with industry and residents groups, as well as Hobsons Bay and Brimbank councils.
Chief Executive Officer Performance Review Committee	All Councillors	All Councillors	Under the Local Government Act, Council reviews the performance of its Chief Executive Officer at least once a year.
City Development Special Committee	All Councillors Cr Simon Crawford as Chair	All Councillors Cr Gina Huynh as Chair	This committee has delegated authority to make decisions on behalf of Council and meetings are held every fourth Tuesday of each month.
Civic Awards Judging Panel	Cr Martin Zakharov, Cr Cuc Lam, Cr Mia McGregor, Cr Gina Huynh	Cr Martin Zakharov, Cr Cuc Lam, Cr Megan Bridger-Darling, Cr Gina Huynh	The Civic Awards recognise the contributions made by members of the community towards community strengthening.
Disability Advisory Committee (MCC)	Mayor, (Sub – Cr Mia McGregor)	Cr Mia McGregor, (Sub – Cr Sarah Carter)	Facilitates consultation with people with disabilities and establishes processes that allow community discussion on disability issues. Provides strategic advice on disability access and promotes the interests of people with disabilities in relation to the Disability Action Plan.
Enterprise Maribyrnong Special Committee	Mayor Cr Sarah Carter Cr Cuc Lam	Mayor Cr Simon Crawford Cr Cuc Lam	Allocates business grants for proposals to improve enterprise in line with Council Plan priorities and advises Council on economic development issues.
Heritage Advisory Committee (MCC)	Mayor, (Sub – Cr Gina Huynh)	Cr Martin Zakharov, (Sub – Cr Megan Bridger-Darling)	Oversees strategic and statutory planning processes impacting on heritage places.
IMAP Implementation Committee Meeting	Mayor ex-officio	Mayor ex-officio	IMAP explores the actions that Councils within the Inner Melbourne Region may collectively need to implement to achieve the aims of Melbourne 2030.

COMMITTEE	2018 REPRESENTATION	2019 REPRESENTATION	PURPOSE
LeadWest Committee	Cr Simon Crawford, (Sub – Cr Sarah Carted)	Cr Mia McGregor, (Sub – Cr Cuc Lam)	Formed by the councils of Brimbank, Maribyrnong, Moonee Valley, Wyndham and Melton, provides a strategic approach to advocacy and lobbying for the western suburbs.
Maribyrnong Active Transport Advisory Committee	Cr Simon Crawford (Sub – Cr Martin Zakharov)	Cr Simon Crawford (Sub – Cr Mia McGregor)	Established to provide Council with ongoing community input into Council and State Government provisions for active transport, infrastructure projects, advocacy and partnership opportunities
Maribyrnong Arts and Cultural Advisory Committee (MCC)	Cr Martin Zakharov	Cr Martin Zakharov	Provides Council with strategic advice across a range of arts and cultural matters, strengthening partnerships and opportunities with the community and artists.
Maribyrnong Reconciliation Action Plan Advisory Committee	Mayor, Cr Mia McGregor	Mayor, Cr Megan Bridger-Darling	Provide guidance and support to Council on issues and barriers that affect the Reconciliation process.
Metropolitan Local Government Waste Forum	Cr Megan Bridger-Darling, (Sub – Cr Simon Crawford)	Cr Megan Bridger-Darling, (Sub – Cr Gina Huynh)	Provides a strategic approach to metropolitan waste management needs.
Metropolitan Transport Forum	Cr Martin Zakharov (Sub – Cr Gina Huynh)	Cr Martin Zakharov (Sub – Cr Gina Huynh)	A local government interest group for transport in metropolitan Melbourne.
Municipal Association of Victoria (MAV)	Cr Cuc Lam, (Sub – Cr Megan Bridger-Darling)	Cr Cuc Lam, (Sub – Cr Megan Bridger-Darling)	As the peak body, plays a major role in policy development for local government. Councils form the membership.
MAV Environment Committee	Cr Simon Crawford	Cr Simon Crawford	To inform and help progress MAV work on environment priorities identified by the sector in the MAV Strategic Plan, State Council resolutions and as nominated by the Board.
MAV Human Services Committee	Cr Mia McGregor, Cr Gina Huynh	Cr Mia McGregor, Cr Gina Huynh	Addresses human services issues prioritised by the MAV Board and the Strategic Plan.
MAV Multicultural Committee	Cr Cuc Lam, Cr Gina Huynh	Cr Cuc Lam, Cr Gina Huynh	Addresses multicultural issues prioritised by the MAV Board and the Strategic Plan.
MAV Transport and Infrastructure Committee	Cr Martin Zakharov	Cr Martin Zakharov	Focuses on the transport and infrastructure priorities identified in the MAV Strategic Plan, the State Council resolutions and as nominated by the Board.

COMMITTEE	2018 REPRESENTATION	2019 REPRESENTATION	PURPOSE
MAV Arts & Culture Committee	Cr Martin Zakharov	Cr Martin Zakharov	Addresses arts and cultural issues prioritised by the MAV Board and the Strategic Plan.
MAV Planning Committee	Cr Sarah Carter	Cr Sarah Carter	Addresses planning issues prioritised by the MAV Board through the Strategic Plan and in response to State Council resolutions.
Older Persons Reference Group (MCC)	Cr Mia McGregor, (Sub – Cr Gina Huynh)	Cr Mia McGregor, (Sub – Cr Cuc Lam)	Provides advice in relation to the needs of older persons throughout the municipality.
Roadsafe West Gate Community Road Safety Council	Cr Megan Bridger-Darling	Cr Megan Bridger-Darling (Sub – Cr Megan Bridger-Darling)	Aims to reduce the incidence of road crashes through effective road safety programs and initiatives and collaborative arrangements with stakeholders.
Victorian Local Governance Association	Cr Sarah Carter, (Sub – Cr Cuc Lam)	Cr Cuc Lam, (Sub – Cr Megan Bridger-Darling)	As a peak body, promotes good governance, sustainability and advocacy. Council has one delegate appointed.
Youth Advisory Committee (previously known as Annual Youth Forum)	Cr Gina Huynh	Cr Gina Huynh	Provides leadership and training for young people and maximises participation in Council.

Appendix 2

Our response to COVID- 19

COVID-19 is a respiratory illness caused by a virus identified in 2019 that can be spread from person to person when in close proximity to each other. Symptoms include fever, coughing, a sore throat and shortness of breath and currently The World Health Organisation declared the global pandemic of COVID-19 in March 2020. The first case was confirmed in Australia in late January 2020.

Australia's federal, state and territory governments put restrictions in place to slow the spread of the virus in March 2020. The restrictions impacted Council's operations and the community. Measures to control the virus included isolation (working from home and limiting contact with the wider community) and social distancing when outside the home to access essential services and participate in exercise. Council moved many of its programs online as a result of the restrictions, mindful that they are even more valued now as people are confined to their homes. Our support included the following highlights, further details are found throughout the report:

Artist support

- The Together Apart Rapid Relief Fund aimed to help the arts and culture community. This fund supported a total of 44 projects, including 18 arts organisations and 26 local practitioners, to pivot their work to digital outcomes for the community including free classes, 'live' performances, film projects, interactive workshops and children's shows. In addition to the Fund assisting arts and culture organisations, including those facing potential closure, Council offered rent relief to Council arts facilities until 30 September 2020.

Businesses

- The package included payment deferrals for the next two quarterly rate payments (May and September) for eligible commercial businesses, and interest was not charged to any deferred payments. On top of this, the May quarterly rate payment was discounted by 50 per cent for businesses affected by COVID-19.
- To make it easier for new businesses to start up during this time, we have waived a range of planning application fees for small businesses starting up before 30 September 2020. New business applications continued to be received online and over the phone, with approximately 30 enquiries per month.
- Registration fees for current food businesses this year were waived, and outdoor dining permit fees waived from 1 April 2020 to 31 March 2021.
- Council supported the five trader associations that operate in the City by paying the membership renewal fees for more than 180 businesses.
- Business Improvement District (BID) grant recipients were assisted to pivot their existing funding towards new and emerging needs.
- Provision of information and advice was scaled-up significantly with the monthly Business Bulletin increased to a daily edition for the critical weeks of Stage 3 restrictions in Victoria. Flyers were made available in eight different languages and disseminated to key small business.
- Business workshops were moved online and seven additional webinars were organised with experts on key issues such as cashflow, commercial leases and mental health.
- The #keepmarikind marketing campaign was launched to support small business with daily social media posts, newspaper articles and a directory on Council's website.

Community care

- Council set up the Community Connectors team and a COVID-19 phone line. The team provided residents affected by the pandemic with information and referrals to local services. Referrals related to food relief, family violence, mental health support and various Council services. In more complex cases, the Community Connectors provided advocacy or short term case work. Community Connectors developed Council's Food Relief Policy in response to direction from the Victorian Government to support local residents in this capacity.

They also worked with the not-for-profit organisation Foodbank, to provide nappies, formula and clothing to local families. The Community Connectors also manage the Precinct Response Team who provide welfare checks for isolated older residents and deliver items from Emergency Relief providers. Over an eight week period from April 2020, 65 households were provided with food relief support and the phone line received over 100 enquires.

Community centres

- Braybrook Community Hub moved to online programs, which was challenging as many in the community are not digitally connected, have limited digital literacy or have limited data allowances. Anecdotally we know that digital constraints have had a major impact on people's mental health and ability to connect and be connected during lockdown.
- The Family Inclusive Language & Literacy Support (FILLS) program was offered online and was supported by volunteers through the Braybrook Community Hub. This is done using many platforms such as Zoom, FaceTime, email and telephone calls.
- Braybrook Community Hub ran a weekly program of 'Community Catch up Calls' to keep in contact with the community, and understand the needs of some of the more vulnerable community members. A weekly newsletter also shared important information with helpful links.
- Maidstone Community Centre produced a variety of online classes and videos for adults and children to support them at home, including two interactive Music for Hip Toddlers classes a week, a Stories, Music and Make Believe class, and a weekly playgroup step by step photographic art activity sheet for preschoolers.
- Adults were supported through online yoga and computer classes, take home English packs for ESL students, and some great practical videos made up for the general community such as Funky Sewing, and Home Maintenance for Women. Regular welfare checks were also made to the elderly, and CALD (culturally and linguistically diverse) community groups who access the community centre.
- Maidstone Community Centre is producing regular newsletters which are emailed out to over 900 local residents and mailed out to 200 people who don't have access to technology. Facebook has been an important platform to engage with 2600 followers. The People of Maidstone series has been highlighting local's strengths, feelings and positive community action to foster kindness, empathy and connection.
- Due to COVID-19 all programs and activities at Maribyrnong Community Centre were postponed until further notice. However, due to the support from tutors and instructors a number of programs were able to continue online including the four programs for older adults and a cooking program for children. New programs were developed for online participation including a circus program for pre-school aged children and an art and craft program for primary school children. Maribyrnong Community Centre developed a weekly newsletter which was distributed via email, regular post or letterbox drop to keep connected with our community. Maribyrnong Community Centres Facebook page was also a positive way to keep connected with our community during this period.

Library services

- Since the closures in March, the libraries delivered hundreds of online programs including story time, baby rhyme time, STEAM programs, book groups, author talks and more. The library also launched a popular Reservation Delivery Service, making 6,682 deliveries of a total 23,005 items. eLibrary usage also took off, with a 270% increase in active and new users of eBook and eAudiobook platforms.

Maternal and Child Health

- Maternal and Child Health continued to provide 10 key visits with a mix of face-to-face, phone and video consultations.
- Wellbeing through Art was delivered online for new parents needing additional support adjusting to parenthood.
- In order to continue to keep our community healthy we have expanded our immunisation program, which continued with individual appointments.
- New parent groups, parenting information sessions and Baby Makes 3 are being delivered online to provide parents an opportunity to gain information whilst engaging with other new parents.

Early Years

- Parent Capacity Building sessions continue to be delivered online
- Delivered 150 play and learn packs
- Made over 800 wellbeing phone consults to families

Rates, fees, charges, relief package, finance

- Council allocated \$4 million during the 2019/20 financial year for community business relief packages. This includes rate relief/deferrals, lease, and license fee reductions; fee waivers for kindergarten and pet registration, suspension of MAC memberships, COVID-19 community grants, arts grants and expansion of services (immunisation, food services, care packs).
- In April the Local Government Minister Adem Somyurek announced an extended deadline for 2020/21 Council budgets until 31 August. This resulted in there being a zero rate increase for the Financial Year 20/21 (providing a further \$1.95 million rate relief to rate payers).

Sport, recreation and health

- The 2020 Get Active! Expo had over 1,600 registered participants as the program was due to commence but was unable to progress due to COVID-19. The 2020 Get Active! at Home Series was delivered instead with over 1,200 registered participants. The program offered 22 different six-week programs delivered entirely by local providers.
- 2020 Sons of the West (SOTW) and Daughters of the West (DOTW) programs were postponed. However the 90 men registered for the SOTW program were engaged, along with past participants from both programs, through online exercise programs and health webinars. Plans are being made to commence modified SOTW and DOTW programs later in the year.

Youth support

- Youth Services hosted a parent evening on supporting parents of teenagers through the challenges and opportunities of COVID lockdown, which was attended by 19 parents. 'Chat to a Youth Worker' was put in place to stay engaged with young people connected to the youth services program prior to COVID-19 and supported young people affected by COVID-19 to seek support – 367 young people were contacted as part of the program.
- Chillout Packs were provided to 100 students across Footscray High School, Braybrook College, WELS, Caroline Chisholm Catholic College and Maribyrnong College. The packs were provided to the most vulnerable students as identified by school wellbeing staff during COVID-19.
- An online program called Isolation Creations was created, which gave local young people and young artists who have lost significant income with the cancellation of events and closure of venues, an opportunity to generate paid work by creating online videos of themselves performing, hosting workshops, and sharing their skills for other young people to watch and participate with from home.

Glossary

CALD	culturally and linguistically diverse
CBD	central business district
CEO	Chief Executive Officer
CO2e	carbon dioxide equivalent
Cr	Councillor
Ex officio	a member of a board, committee or council due to holding another office
FOI	freedom of information
FTE	full time equivalent
IMAP	Inner Melbourne Action Plan
LATM	Local Area Traffic Management
LGPRF	Local Government Performance Reporting Framework
LGPro	Local Government Professionals (peak body)
MAC	Maribyrnong Aquatic Centre
MAV	Municipal Association of Victoria
MCC	Maribyrnong City Council
MCH	maternal and child health
OH&S	Occupational Health and Safety
Unique web visits	the number of visitors to a web site, excluding repeat visits
VAGO	Victorian Auditor General's Office
VCAT	Victorian Civil and Administrative Tribunal

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