

MARIBYRNONG CITY COUNCIL ANNUAL REPORT 2008-2009



Maribyrnong
CITY COUNCIL



ANNUAL **REPORT** 2008-2009

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1 About this Annual Report

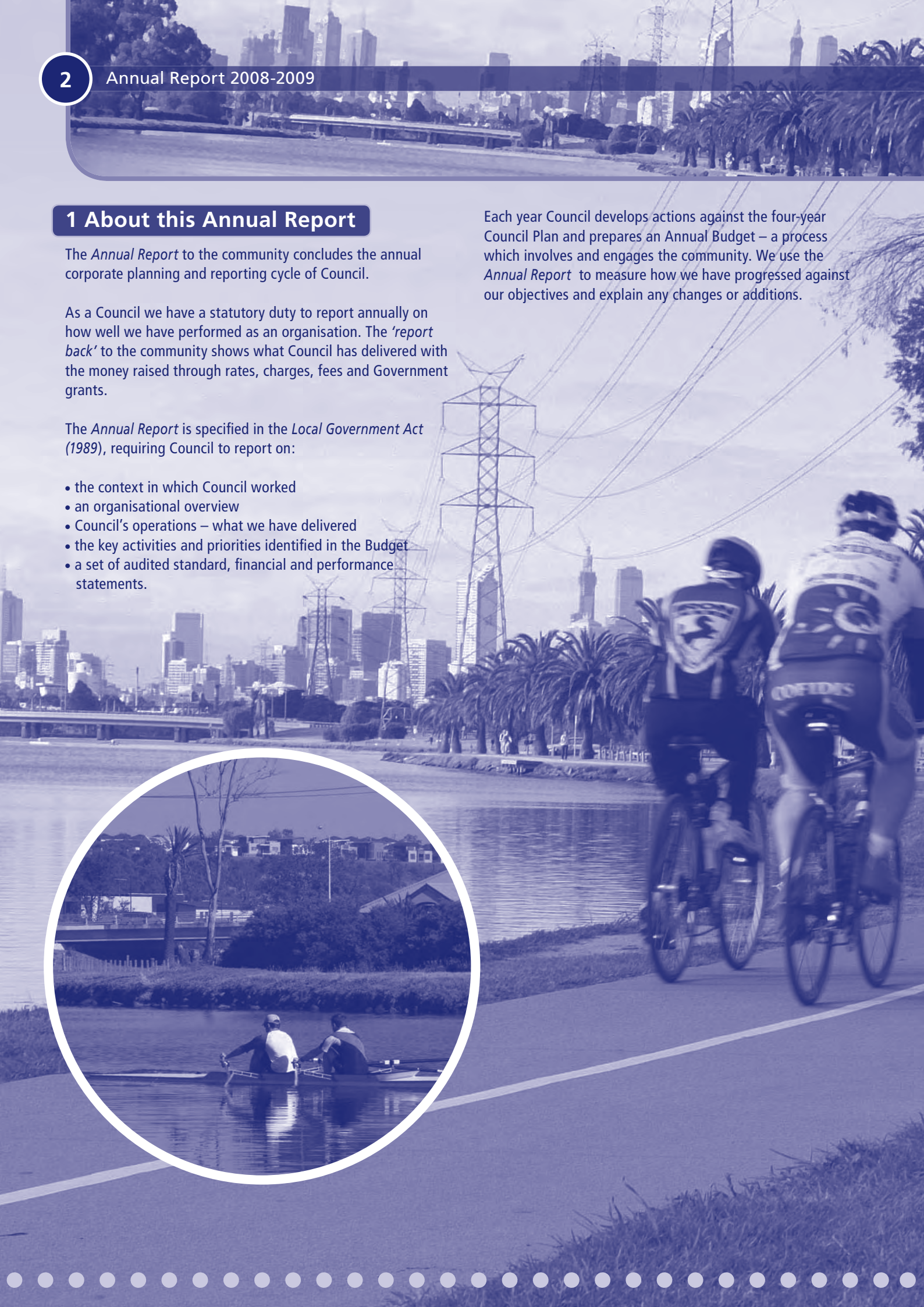
The *Annual Report* to the community concludes the annual corporate planning and reporting cycle of Council.

As a Council we have a statutory duty to report annually on how well we have performed as an organisation. The 'report back' to the community shows what Council has delivered with the money raised through rates, charges, fees and Government grants.

The *Annual Report* is specified in the *Local Government Act* (1989), requiring Council to report on:

- the context in which Council worked
- an organisational overview
- Council's operations – what we have delivered
- the key activities and priorities identified in the Budget
- a set of audited standard, financial and performance statements.

Each year Council develops actions against the four-year Council Plan and prepares an Annual Budget – a process which involves and engages the community. We use the *Annual Report* to measure how we have progressed against our objectives and explain any changes or additions.



2 Mayor's Message



It has been another rewarding year for Council and our active community through 2008/09, with many of our efforts in advocating for improved funding paying off.

After Maribyrnong's first-ever postal voting election last year, we saw a new Council come on board to serve a four-year term. Our first task was setting our long term vision and priorities in our new Council Plan 2009-13, developed through

extensive community consultation. In a Victorian first, our new Council Plan incorporates our Municipal Public Health Plan (MPHP).

The inner west experienced a significant win in the struggle to keep truck and traffic congestion on our city streets at bay. The Victorian Transport Plan identified a number of projects to be delivered in our city, such as improved public transport, enhanced cycling networks and significant road projects. We are working with the State Government, encouraging them to take every opportunity to consult with our community on how to achieve the best outcomes, as we understand there will be varying impacts on our communities as these projects roll out.

Council committed to becoming carbon neutral in our operations by 2015 and in the wider community by 2020 by implementing our Carbon Neutral Action Plan. Each year brings us closer to our goal – through 08/09, we facilitated bulk purchasing of residential solar panels and water and energy efficient technologies, as well as held Water and Energy Forums and Challenge to Change programs, just to name a few examples. At our Council Offices, we have achieved a total water savings of 67% over the last three years, resulting in saving approximately 2.5million litres per year (equivalent to 2.5 Olympic size swimming pools per annum).

We increased our capital works expenditure in 2008/09 to \$12million, an 8.2% increase from the previous year. Increased funds were devoted to improving public toilets and enhancing our library services. This increase also included \$3.26million towards our Roads Improvement Program.

On the Footscray Renewal front, a partnership between Council and the State Government, we delivered the \$4million revamped Nicholson Street Mall in Footscray with improved lighting, paving, seating, trees and transport interchanges.

Since Council and the State Government launched the new and improved space it has won three prestigious awards.

Footscray was also identified in the State Government's Melbourne @ 5million Report as one of six Central Activity Districts (CADs) across Melbourne. This further recognition of Footscray's potential has bolstered its position as the key gateway hub of the west.

The ideally located 15 hectare industrial Josephs Road precinct in Footscray has been successfully rezoned for retail, residential, office and public space. This is a significant move forward for our City's future growth and development.

Council kicked off the \$4.27million restoration of the Yarraville Community Centre, as well as commenced the \$1.5million redevelopment of the Mclvor Reserve Sports Pavilion. Our Braybrook Park upgrade was completed, featuring a beautiful plaza, modern multisport courts, new furniture and new trees.

Our first-ever environmentally sustainable building, the \$3.085million Phoenix Youth Centre was launched and has quickly become a hub for Maribyrnong's young people. The centre offers young people a range of programs, activities and facilities (including meeting spaces, recreation space and music facilities), as well as access to youth services and support.

Maribyrnong received State wide recognition (and an LGPro award) for its 'Talking Taxis' project, an innovative suite of communication tools that makes taxi journeys easier for passengers with a communication barrier or a disability. Council has also purchased a new wheelchair accessible car to provide transport options to residents.

Over the last 12 months we have provided our community with ample opportunities to participate in community activities and events including Clean and Green, Refugee Week, the Yarraville Arts Festival and our Early Years Forum.

By working with our community to determine priorities for our City, we are keeping Maribyrnong active, connected and thriving.

Cr Michael Clarke
Mayor

2.1 Our Vision

"A thriving and caring community actively celebrating its cultural diversity, its unique history, and working towards a sustainable future where people enjoy safe and vibrant places and lead healthy and productive lives."

2.2 Our Principles

The way we govern the City is based on the following principles:

Engagement: Community participation in Council decision making is encouraged and promoted.

Advocacy: Council will strive to bring the needs, strengths and opportunities of our diverse community to the attention of government, business and other organisations and have them acted upon in the interests of the community.

Transparency: Council's processes and decisions are open to public scrutiny.

Leadership: Council takes a key role in encouraging debate leading to decisions that inspire community confidence in the process.

Accessibility: Council works to remove the barriers that restrict access to services.

Partnership: Council works closely with groups and organisations to achieve the shared vision for Maribyrnong.

Community Focused: Council takes its obligations of working for the community seriously and is committed to delivering on agreed needs in a manner that is sustainable.





2.3 Our Key Commitment Areas

Council identified five key commitment areas to focus on in the *2006-2010 Council Plan*:

1. Building Our City

We will promote and facilitate urban renewal and enhancement opportunities that support the wellbeing of our growing population, increase our economic prosperity, and achieve sustainable development outcomes.

2. Transport Planning and Management

Plan, implement and manage transport and parking systems for the City of Maribyrnong that enable people to get around and arrive safely at their required destination with minimal impact on community and the environment.

3. Community Engagement and Advocacy

We will provide every opportunity for the community to participate and be involved, adopting multi approach community engagement tools, to ensure all groups have equal opportunities to participate and be involved in Council's decisions and advocacy.

4. Community, Leisure and Cultural Facilities, Services and Spaces

Contribute to the wellbeing of the diverse Maribyrnong communities and to the health and vitality of the city by ensuring access to community and cultural facilities, programs and spaces.

5. Amenity and Natural Environment

Improve the amenity of the city by creating and promoting vibrant peopleoriented public spaces which enhance the natural and built environment.



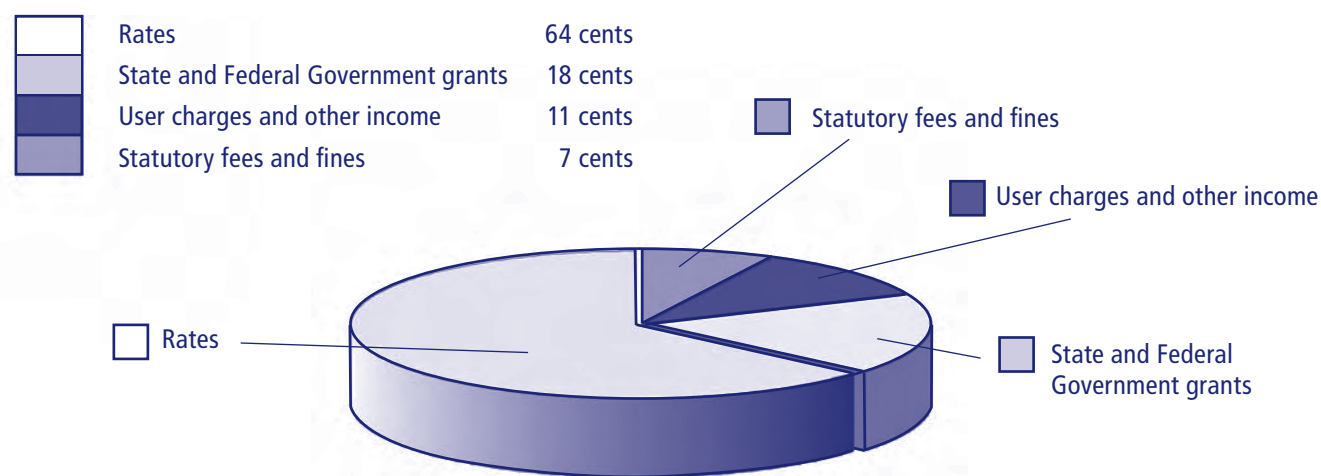
3 At a Glance – Progress on Key Commitment Areas

Key Commitment Areas	HIGHLIGHTS
BUILDING OUR CITY	<ul style="list-style-type: none"> • Prepared a Yarraville Industrial Policy in partnership with Melbourne Ports Corporation • Developed the Footscray at Night Strategy • Signed off Intergovernmental Partnership agreement with State Government – an investment framework • Facilitated the rezoning of Bradmill precinct, a 26 hectare site with a potential of 1,000 dwellings • Developed streetscape design and footpath improvements for Barkly Street strip Shopping Centre, West Footscray • Finalised a Public Drinking Strategy
TRANSPORT PLANNING AND MANAGEMENT	<ul style="list-style-type: none"> • Prepared a Transport Plan for the Northern Maribyrnong precinct • Purchased the 'Accessible' transport vehicle to transport older adults and people with disabilities • Developed a model School Travel Plan • Advocated to the Victorian Government for a Truck Action Plan • Advocated for public transport improvements, in partnership with the Metropolitan Transport Forum
COMMUNITY ENGAGEMENT AND ADVOCACY	<ul style="list-style-type: none"> • Implemented a Culturally and Linguistically Diverse Communications Strategy • Worked in collaboration with the Office of Housing on the 'Affordable Housing Needs Analysis' • Supported a range of community networks including the Gender and Local Government Project and the Refugee Brokerage program
COMMUNITY, LEISURE AND CULTURAL FACILITIES, SERVICES AND SPACES	<ul style="list-style-type: none"> • Reviewed and developed Council's Reconciliation Policy and Action Plan • Developed Library Service Plan • Prepared a 'Recreation Strategy' • Continued with the breastfeeding and post natal depression support program • Developed a preliminary design for the Clare Court Child and Family Hub
AMENITY & NATURAL ENVIRONMENT	<ul style="list-style-type: none"> • Implemented the Street Tree Planting Program • Increased the frequency of laneway cleansing • Completed the Public Toilet replacement program 08/09 • Developed a contingency plan in the preparation of 'peak oil' • Completed improvements (including landscaping and drought tolerant planting) to ten roundabouts throughout the municipality

4 At a Glance – Financial Snapshot

The total budget for 2008/2009 was \$82.37 million. Of this amount, \$20.656 million was spent on the Capital Improvement Program and the Sustainability and Community Infrastructure Fund. A further \$1.687 million was spent on new social, environmental and economic initiatives.

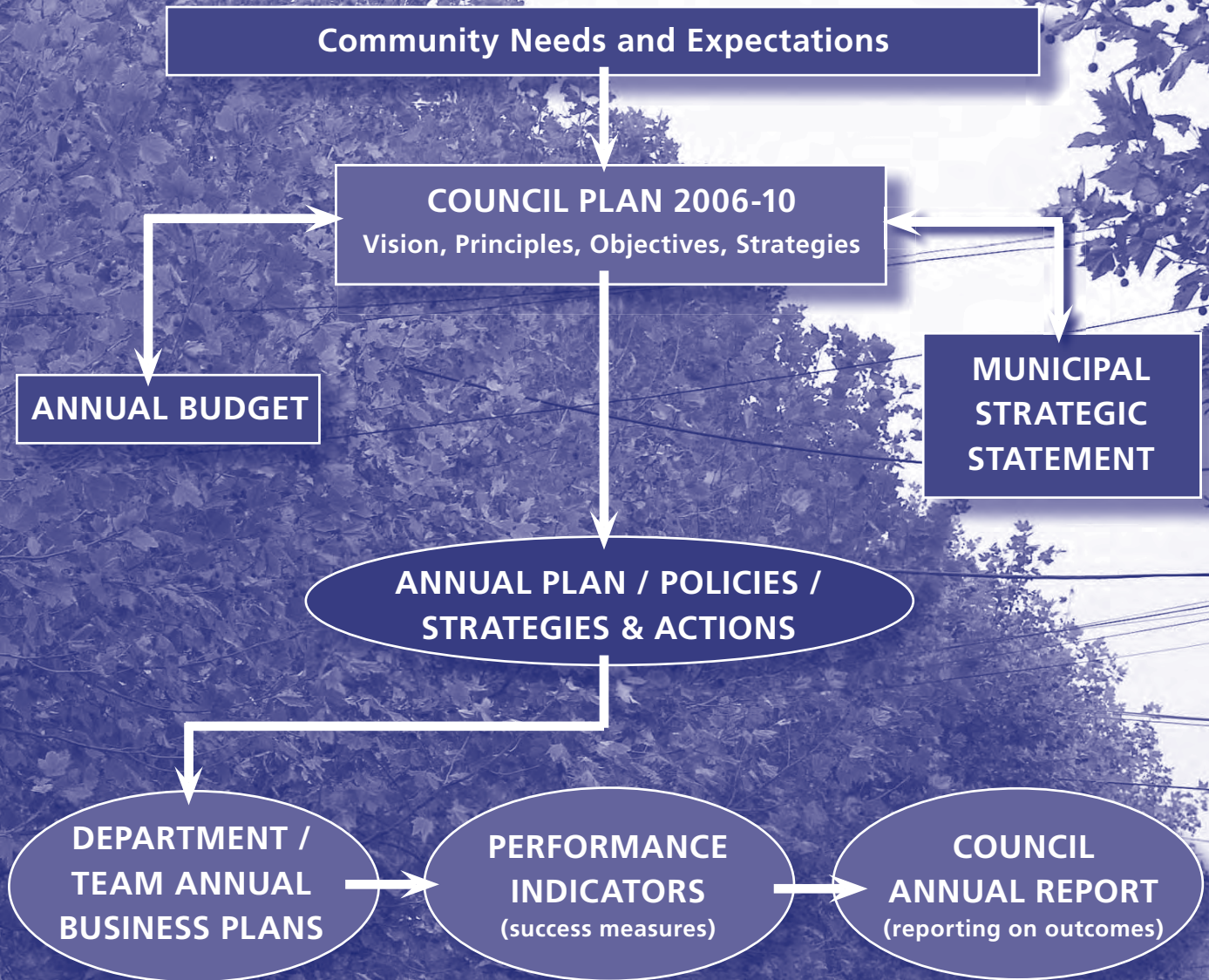
Every dollar in Council's budget is made up of:



Each dollar in 2008/09 budget was spent on:

Council Plan: Key Commitment Areas	Cents in each dollar	Description
Building Our City	48.6	Including road, drain and footpath repairs, new facilities, asset management, building maintenance, public toilets, graffiti removal, city design, economic development, planning and building
Transport Planning and Management	6.2	Including transport planning, traffic safety, school crossings, public lighting, fire hydrant and traffic signal maintenance
Community Engagement and Advocacy	8.7	Including community safety, public health, emergency management, advocacy, community planning, arts and culture, customer service, governance, communications, corporate services, parking management and local laws
Community, Leisure and Cultural Facilities, Services and Spaces	19.2	Including aged care, child care, immunisation, family services, youth services, disability services, libraries, community centres and recreation centres
Amenity and Natural Environment	17.3	Including maintenance and management of parks, playgrounds, sports grounds, open space and waterways, tree planting, street cleansing, sustainability initiatives and education

5 Council Planning Framework



6 What we delivered to our community - Facts and figures

Council provides over 80 different services to its community, each contributing towards achieving the Council vision, key commitment areas and strategies, as outlined in the *Council Plan 2006-2010*. Many of the services are universal and available to all our residents. Below is a snapshot of some of the services we have delivered to our community during 2008-09.

Universal Services

- We provided household refuse/recyclable collections to 27,500 households
- We attracted over 800,000 visits per annum to our libraries
- Our Community Centre's attracted 228,297 visits
- The Maribyrnong Aquatic Centre attracted over 700,000 visits
- We registered close to 10,000 dogs/cats
- We conducted over 1,500 inspections of registered food and health premises
- Our Street Trees and Parks and Gardens crew looked after our trees, reserves, parks, playgrounds – this included maintaining close to 30,000 street trees



Customer Service and Community Engagement

- We responded to over 22,000 customer requests
- We dealt with over 74,000 counter enquiries
- We received over 92,000 phone enquiries
- We issued 210 media releases
- Over 80 events were organised around multiculturalism, arts, environmental sustainability and transport
- We accessed Interpreting and Translation service 219 times across all areas of Council
- Our web page was viewed almost 2 million times – and is continuing to increase



Servicing our Community

- We supported 60 sporting clubs
- We immunized 5600 children through our Maternal Child and Health service
- We have been ranked in the top five metropolitan Councils for immunisation rates, 92.7% of our children aged 12 to 15 months are fully immunised
- We provided 246,100 hours of child care through our Family Day Care
- We supported 10,000 young people through our regular programs, counselling service and activities
- We employed over 40 school crossing supervisors covering 30 sites around local schools
- We provided a comprehensive range of home and community support services to over 2,200 frail and older adults and people with disabilities
- We provided over 142,000 hours of care to frail and older adults and people with disabilities
- We provided small Community Grants to over 90 groups and organisations



Planning and Amenity

- Our cleansing services team looked after all public spaces and shopping centers including Footscray CBD
- We processed over 900 planning applications
- We issued over 1,200 building permits
- We maintained
 - o 289km of roads
 - o 483km of footpaths
 - o 346 km of drains



6.1 Calendar of Events

A snapshot of selected community focused events we have organised, or actively participated in.

Winter

- Women's Swim Nights
- Challenge to Change – reducing carbon emissions
- RecWest classes
- Clean and Green Activities
- NAIDOC Week
- Refugee Week
- Youth Employment Mentoring Program
- Girls Only program in Braybrook
- Early Years Conference

Spring

- Footscray Heritage Trail Walk
- Environmental clean up days
- Footscray Heritage Trail Walk
- Water and Energy Forum
- Vietnam on a Plate – culinary and culture experience
- Staff participated in National Ride to Work Day
- Pet Microchipping Day
- Braybrook Water and Energy Forum
- Launch of the new Nicholson Street Mall

Summer

- Australia Day Civic Awards
- Living Longer Living Stronger Swim Classes
- Single Mothers Group "Lets Do Lunch"
- Yarraville Clean Up Day
- Yarraville Arts Festival
- Christmas activities
- Holiday program for young people
- Community Barbeque – Stephen Street

Autumn

- Home Fire Safety Information Session
- A Taste of Footscray Tour
- Western Bulldogs Community Festival and Family Day
- Maribyrnong Makers Market
- Food Safety Training and Assessment
- Multicultural Festival
- First Aid Accredited courses at Yarraville Community Centre



Refugee Week



Water and Energy Forum



Australia Day Civic Awards



Maribyrnong Makers Market

6.2 Council takes a Lead: Our Awards

Council was presented with eight awards during this financial year for its innovative work.

AWARD	PROJECT	AWARDING BODY
<i>Best Information Communication Technology (ICT) Project Concepts</i>	Execution - Fleet Maintenance Project	MAV - Local Government Excellence in ICT Awards
<i>Core Values Award - Service Delivery</i>	Talking Taxi Project	LGPro – Local Government professionals
<i>Best Public Participation Policy Framework</i>	Council's Communication Strategy for Culturally and Linguistically Diverse Communities 2008-2010	IAP2 Australasia
<i>Design Excellence</i>	Nicholson Street Mall This submission was jointly submitted by Hassell (landscape architects) and Council.	Australian Institute of Landscape Architects – (AILA)
<i>Commendation in the Urban Design category of Planning Excellence awards</i>	Nicholson Street Mall This submission was jointly submitted by Hassell (landscape architects) and Council.	Planning Institute of Australia – (PIA)
<i>Winner in the Harvest and Reuse Category</i>	Rain gardens at the Nicholson Street Mall This submission was jointly submitted by Connell Wagner (consulting engineers) and Council.	Stormwater Industry Association of Victoria – (SIAV)
<i>Waste Wise Bronze Medal</i>	Development of a Waste Wise implementation plan for Town Hall	Metropolitan Waste Management Group
<i>Road Safe Award</i>	Council's contribution over the years to RoadSafe Westgate Community to improve Road Safety in the area	RoadSafe Westgate

6.3 Community Grants – Supporting our Local Communities

Maribyrnong City Council has funded and administered an annual Community Grants Program for incorporated community groups and non-profit organisations within the municipality since 1996.

Over the last ten years Council has increased the grant allocation from \$36,100 in 1996 to \$73,429 in 2008/09.

Through this financial contribution from Council, the grant program supports projects that promote community

connection, pride and wellbeing. In 2008/09 applications were sought and funded in the categories outlined in the table below. Applications represented a broad range of community activity and diverse interests.

Of the total applications received (96) over 80% were funded.

Breakdown of Applications by Category

Grant Category	Number of applications received	Number successful
Social Support	26	24
Healthy Active Communities	28	20
Volunteerism	19	15
Environment	6	5
Preventing Violence Against Women	6	6
Arts and Culture	11	8
Total	96	78
Amount	\$118,774	\$73,429****

****Additional funds from other program areas to supplement the \$68,000 budget.



7 About Maribyrnong

Our place

City of Maribyrnong is located in Melbourne's inner western suburbs – extending 5 to 11 kilometres west of Melbourne. The City is bounded by the City of Moonee Valley in the north, the City of Melbourne in the east, the City of Hobsons Bay in the south and the City of Brimbank in the west. The City of Maribyrnong also shares a boundary with the Port of Melbourne.

The City of Maribyrnong is named after the Maribyrnong River, which forms the eastern and northern boundary of the municipality. Maribyrnong is an anglicised version of the Aboriginal term 'Mirring-gnay-birnong', which translates to "I can hear a ringtail possum".

The City of Maribyrnong is formed by the suburbs of Footscray, West Footscray, Maribyrnong, Maidstone, Seddon, Yarraville, Kingsville, Tottenham and Braybrook.

Changes we have seen

The level and type of development that has occurred over the last ten years, and likely to continue for the next ten to twenty years, is unique to inner Melbourne. For the first time in ten years we have experienced a population increase, and in the next twenty or so years we expect to welcome an additional 16,000 people into our city.

Many of our former industrial sites have been replaced by residential developments. This change has contributed to a reduced number of local jobs and our unemployment has increased.

Our community is changing. The new residents moving into our City are generally wealthier, more educated and high income earners. We also continue to attract new cultural groups. People are attracted to our City due to its close proximity to CBD, our period housing, public transport system, cultural diversity, amenity and natural environment, (such as the Maribyrnong River). Gentrification and associated increasing land values have also changed the viability of some industrial areas. This change is creating a greater 'wealth gap' as we also have many of our residents living in poverty (unemployed, low education, low income, unskilled, living in public housing, low level of health, etc). We have growing inequality, and this may continue due to global factors such as the economic downturn, climate change, trade globalisation and technological advancements.



Our people

- Our current population is estimated at 69,825 persons (ABS estimate, June 2008);
- 68% of all our residents were aged 18-64 (4% above Melbourne average);
- The City of Maribyrnong remains the third most disadvantaged municipality in Victoria (ABS Socio Economic Disadvantage Index for Areas (SEIFA), however the distribution of disadvantage is uneven across the municipality;
- 54% of households have no internet connection;
- We have a large proportion (28.1%) of lone persons households;
- The City's average weekly household income is \$932; 30.3% of men and 40.7% of women earn between \$1-\$400 per week. 12.4% of women and 20.1% of men earn more than \$1000 per week;
- We have a high rental market - 35% of all households are renting (both public and private).

Our multicultural community

Forty percent (40%) of local residents were born outside of Australia. Our population comes from more than 135 different countries, speaking more than 80 languages. The older established groups include residents born in Italy, Greece, Macedonia, Serbia, Croatia, Poland, Chile and Turkey; while the newer established groups include residents born in Vietnam, India, Horn of Africa, Bosnia, Philippines and China.

50% of Maribyrnong's population speak another language. The ten main languages spoken are Vietnamese, Cantonese, Greek, Italian, Macedonian, Spanish, Mandarin, Serbian, Croatian and Tagalog. In addition, one in every five overseas born persons (24%) do not speak English well or at all.



The City continues to attract a large number of newly arrived residents. In the past six years, 4,470 newly arrived residents settled in the City. The seven largest countries of birth groups represented were India, Vietnam, Sudan, Ethiopia, Bangladesh, Philippines and China. Our Indian born population increased by 165% and Chinese born by 70% in the last five years.

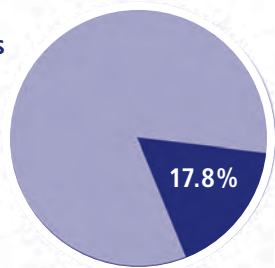
Today, over 250 Aboriginal and Torres Strait Islander people live in the City of Maribyrnong. Some of these residents are related to the original Marin-balluk tribe, who previously hunted and fished along the banks of the Maribyrnong River. They are part of the Wurundjeri people of the Kulin Nation.

Our working and business community

28,246 of our residents are employed with 18% working and living in the City of Maribyrnong.

Residential location of workers

-  Live outside, but work within the City
-  Live and work within the City



The City of Maribyrnong is the centre of retailing in the Western Region and is home to approximately 6,500 businesses.

Maribyrnong's four key industries; education, health, retail and manufacturing generate 65% of the jobs available.

The City has a total workforce of 28,034 people. The three most popular occupation groups of residents (2006 Census) were:

- Professionals (6,737, or 24.0%)
- Clerical and administrative workers (4,297, or 15.3%)
- Technicians and trades workers (3,207, or 11.4%)

Maribyrnong continues to have a high unemployment rate. The City's unemployment rate was 6.9% for the December quarter 2008, which is still well above the state average of 5.6%.



Local and regional significance

City of Maribyrnong provides a number of local and regional services and facilities of significance. The most notable are Footscray Business Centre, Highpoint Shopping Centre, Victoria University, Western Hospital, Maribyrnong River, Stony Creek, Footscray Park and Whitten Oval.

Maribyrnong borders Australia's second largest city and Victoria's capital city - the City of Melbourne. This provides easy access to all the benefits of Melbourne, such as Docklands, and an extensive public transport system.

The City is a dynamic economic entity. It is the gateway to the Western Region through its close proximity to ports, rail freight terminals, airports and major highways.

The Highpoint Shopping and Entertainment Centre is Australia's third largest regional centre attracting approximately 16 million visitors per annum, higher than achieved at all other regional centres in Melbourne.

With a regional educational focus, Victoria University's two Footscray campuses host over 15,000 students and employ close to 1,200 staff.

8 Corporate Governance

8.1 Councillors and Wards



Cr Dina Lynch
River Ward
0434 473 735



Cr Sarah Carter
Ironbark Ward
0432 139 612



Cr Catherine Cumming
Bluestone Ward
0417 390 658



Cr Sel Sanli
Stony Creek Ward
0417 390 038



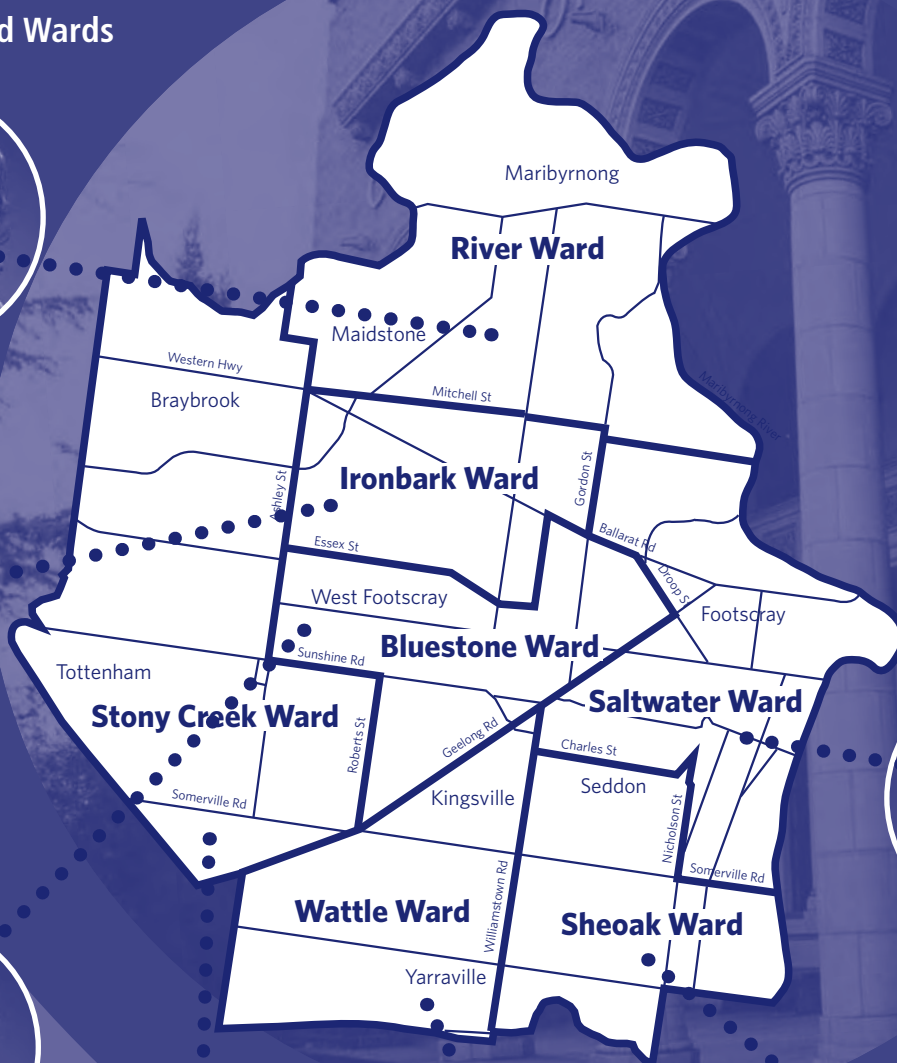
Cr Michael Clarke
Wattle Ward
0434 473 734



Cr Martin Zakharov
Sheoak Ward
0432 139 613



Cr John Cumming
Saltwater Ward
0432 139 610



Seven Councillors are elected to represent the residents of the City of Maribyrnong. Councillors were elected on 29 November 2008 for a four-year term.

8.2 Council Meetings

Maribyrnong Council Meetings are held on a monthly cycle.

On the first Tuesday of the month, Councillors and Council officers meet to discuss forthcoming reports, key strategies and hear presentations from industry stakeholders. On the second Tuesday of the month, Council holds the Community Access and Strategic Policy (CASP) meeting, where residents are able to come and present matters of community interest to the full Council. On the third Tuesday of the month, Council holds the Ordinary Council meeting. It is at this meeting decisions regarding planning matters, policies and programs are made. Planning forums are held on the fourth Tuesday of the month. This forum enables Councillors to meet with applicants and objectors, and hear first hand about proposed developments and issues of concern, prior to making a planning decision.

Ordinary Meeting of Council – Chair

- July 2008–December 2008 - Cr Michelle MacDonald
- December 2008–June 2009 - Cr Michael Clarke

CASP Meeting of Council – Chair

- July 2008–December 2008 - Cr Janis Rossiter
- December 2008–June 2009 - Cr Dina Lynch

Planning Forum – Chair

- July 2008–December 2008 - Cr Dina Lynch
- December 2008–June 2009 - Cr Catherine Cumming

8.3 Committees and Advisory Groups

An important part of the role of Councillor is their representation role. Each year Councillors are elected to committees that have both a local and regional focus.

There is a requirement that Councillors report back to the community and their fellow Councillors via the Ordinary Meeting of Council each month.

These requirements assist Council in maintaining its commitment to democratic government.

COMMITTEE/ADVISORY GROUP AND ITS ROLE	COUNCILLOR REPRESENTATION
Audit Committee: Oversees the audit of Council's activities.	Cr Lynch Cr MacDonald Cr Clarke Cr Sanli Cr J Cumming
Big West Festival: The Board oversees the planning, development and delivery of the City's premier community and arts event.	Cr Lynch Cr Zakharov
Brooklyn Odours Committee: A community reference group meeting which rotates around councils. EPA runs it with industry, residents groups, Hobsons Bay and Brimbank Councils as participants.	Cr Clarke

Disability Advisory Committee: The DAC is an active committee established by Council to facilitate consultation with people with disabilities and enable community input on disability related issues. The DAC also provides input towards the issues faced by carers of community members with higher needs.	Cr MacDonald Cr Sanli
Footscray Reference Group: Involves traders, shoppers and residents to plan, support and work with Council to help improve the Footscray Central Business District.	Cr Rice
Heritage Advisory Committee: The aims of the HAC are to facilitate recommendations of the Maribyrnong Heritage Plan, promote and raise awareness of heritage and to strengthen linkages between interests groups, the community and Council.	Cr Rossiter Cr Zakharov
Highpoint Structure Plan Project Advisory Committee: Comprising representatives of key stakeholders including retail, resident, landholder and infrastructure interests, formed to advise the project steering group.	Cr Lynch
LeadWest. The objective of LeadWest is to foster and undertake actions that will support sustainable growth and development of the western region.	Cr Clarke
Maribyrnong Drug Strategy Reference Group: Advises and oversees the development and implementation of the Maribyrnong Drug Strategy.	Cr Clarke Cr J Cumming Cr Zakharov Cr Lynch
Maribyrnong River Valley Project: The purpose of the project is to develop a vision and design guidelines for the river valley. Councillor affiliation with the project was desired to launch the project and allow for direct councillor involvement in the project when required (eg. prior to briefing Council).	Cr Lynch Cr Cumming
Maribyrnong Safety Taskforce: Provide for a coordinated and strategic approach to developing, maintaining and implementing community safety strategies throughout the City of Maribyrnong.	Cr Cumming
Melbourne Metropolitan Waste Management Group: The MWMG represents all metropolitan Councils with strategic development of waste management strategies.	Cr Cumming
Metropolitan Transport Forum: Promotes effective, efficient and equitable transport in metropolitan Melbourne by providing a forum for debate, research and policy development, and by disseminating information to improve transport choices.	Cr Sanli Cr Zakharov
Municipal Association of Victoria: The role of the MAV is to represent and advocate the interests of local government, lobby for a 'fairer deal' for councils, raise the sector's profile, ensure its long-term security and provide policy advice, strategic advice, capacity building programs and insurance services to local government.	Cr Cumming Cr Clarke Cr J Cumming
Municipal Public Health Plan Committee: Advises and oversees the development and implementation of the Municipal Public Health Plan.	Cr Clarke Cr Sanli
North West Transmission Lines Reference Group: Advocacy campaign by the MVCC to move underground the high voltage transmission lines that run through Keilor, Ascot Vale, Moonee Ponds and Maribyrnong suburbs.	Cr Lynch
Port Stakeholder Group: The group is working on preparing a planning framework for the port environs that will address issues that affect those local areas that abut the Port of Melbourne.	Cr Clarke Cr MacDonald Cr Zakharov Cr J Cumming

Public Art Advisory Panel: Has delegated authority from Council to select artists and/or artworks proposed for location within public spaces owned or managed by Council.	Cr Rossiter Cr Zakharov
Roadsafe West Gate Community Road Safety Council: A partnership with VicRoads and the Cities of Hobsons Bay and Wyndham to deal with road safety in the community.	Cr Rice Cr Zakharov
Victorian Local Governance Association: The VLGA is a unique peak body for local governments and communities that advocates for social change and empowers local governments by strengthening their capacity to engage with their communities.	Cr Rice Cr Sanli Cr Carter Cr Zakharov
West Footscray Community Plan Reference Group: Established as one of the place based citizen engagement committees to guide Council's Community Strengthening Plan with a particular focus on West Footscray. Its initial role was to provide advice with regards to the development of the YMCA.	Cr Cumming
Western Melbourne Tourism Board: Western Melbourne Tourism (WMT) is an incorporated association established in 2003 by six Western Melbourne Region Councils to drive tourism development across their municipalities. WMT is a not-for-profit organisation.	Cr Rossiter Cr Carter
Wind Farm Committee. Following Council's decision to hand the project over to the Community, this committee was not required to meet.	Cr Clarke
Youth Leadership and Advisory Council: Identifies and provides advice on issues that affect young people, participates in leadership training and activities and coordinates events and activities that relate to young people.	Cr Sanli Cr Carter

8.4 How we Communicate with the Community

Council's communication with the community is guided by its Community Engagement Framework.

Council is committed to regularly communicating with our diverse community in an open and timely manner. We do this in a number of ways, including:

- media relations - we issued 210 media releases in 2008/9 - 19% increase from last year;
- weekly advertisements in a local paper and Vietnamese paper;
- a newsletter – *Maribyrnong News* – delivered three times a year to all households and businesses within the municipality;
- targeted publications utilising the Community Information Points system at Council facilities (for events, consultations and services information); and
- the comprehensive Council web site www.maribyrnong.vic.gov.au.

Council has implemented *Australia Post Community Update Packs* as a regular communications tool. The packs, issued to every resident and business three times per year, include seven inserts on Council projects/issues happening in the community. Every pack contains the latest edition of the *Maribyrnong News* and a Council 'Issues Paper' on current community issues in discussion.

9 Report of Operations



CEO's Message

In the following section of the Annual Report, we report back to our community on the achievements of the 2008/09 financial year.

Our Council works very hard to deliver the best possible services and facilities to our diverse, evolving community. Whenever possible, we approach our projects in a

collaborative way, joining forces with our community and levels of government. These partnerships are continually paying off and have led to some of the successful projects, developments and outcomes our City has witnessed over the year.

We have continued to roll out our long term financial plan, which was recently recognised by the Auditor General as a highly effective strategy. By the end of the 2008/2009 financial year, we managed to reduce our debt from \$19,089 million to \$16,170 million, while still maintaining the same level of high calibre community services and projects. We also managed to retain service levels and spending on assets with a responsible 6% rates rise, in line with the average for local government across the State.

Of our 6% rates increase, 3.8% covered CPI and cost shifting inflicted by other levels of government, in addition to 2.2% allocated to our Sustainability and Community Infrastructure Fund. This Fund goes towards our 'asset renewal gap', experienced by most councils across Victoria. The Fund covers capital works upgrades on our key roads, footpaths, drains, parks and buildings so they don't deteriorate into a state of disrepair. These projects are undertaken in an environmentally sustainable way that is in line with our commitment to carbon neutrality.

With our annual budget of \$82.3 million, we delivered some exciting and innovative programs. We engaged over 300 local students and 30 parents from seven schools to celebrate cultural diversity through our 'Building Bridges' program.

Reinforcing our commitment to accessible recreation opportunities, Council introduced its new free sports equipment library in Braybrook.

We have rolled out our urban and capital improvement programs, including 'drought proofing' our community sporting grounds with summer grasses installed through our turf renewal program, and the acquisition and installation of 14 water tanks on select sporting grounds.

Enhancing our city's open space was a key priority through the year, as we upgraded seven parks and reserves and five community playgrounds. Keeping our city connected is also vital – we reconstructed 16 local roads, 15 footpaths and five shared pathways. In line with consistently offsetting our carbon footprint, we planted approximately 1800 new street trees and maintained about the same number of existing trees.

The innovative and hard work of our organisation was recognised in a number of ways through eight awards for our work in urban design, fleet management, disability services, multicultural communication, waste minimisation and road safety. Our 'Annual Community Satisfaction Survey' indicated our community was, once again, highly satisfied with our service delivery. The top three issues for our community were traffic management, safety and policing and public transport services and facilities.

We continued our inroads in organisational effectiveness through implementing a leadership model, 'the Maribyrnong Way', and we are confident our community will reap the rewards through our empowered workforce.

Kerry Thompson
Chief Executive Officer

9.1 Local Government Act S131 (2) (b)

The following section provides an overview of the past 12 months of operations at Maribyrnong City Council and focuses on:

- Council's achievement of initiatives listed in the *2008-2009 Council Plan Actions*
- Significant projects
- Major capital works

Each of these key commitment areas has a number of strategies and actions to ensure the overarching commitments of Council are met.

Council's Long Term Financial Plan remains the guiding document for Council's finances. The Plan is reviewed annually and addresses many challenges - the most significant of these being cost shifting from other levels of government, repaying Council's inherited debt and managing asset renewal.

Council's Long Term Financial Plan relies upon income from other levels of government.

The Report of Operations also provides information about services and the organisation in accordance with the requirements of the *Local Government Act*.

9.2 Council Plan 2006-10

Report on 2008/09 Actions

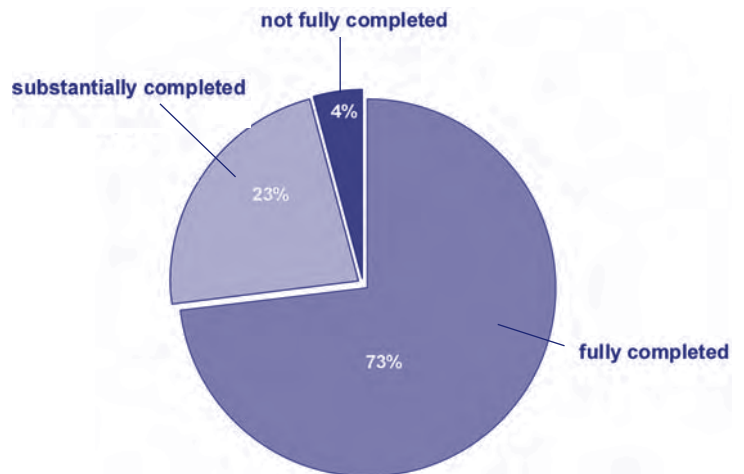
The *Council Plan 2006-2010* was developed in 2006. This is the last reporting period for the 2006-10 Plan. Each year we develop Action Plan setting commitments for achieving the five key commitment areas, as listed below:

1. Building Our City
2. Transport Planning and Management
3. Community Engagement and Advocacy
4. Community, Leisure & Cultural Facilities, Services and Spaces
5. Amenity and Natural Environment

The 2008/09 Annual Plan contained 106 actions. Progress on these actions has been reported to Council on a quarterly basis providing ongoing monitoring to ensure we are on track with the actions.

Using our 'corporate performance reporting system', we have adopted the 'traffic lights' approach to indicate our performance against each action.

The overall achievement of actions is presented in the graph below:



The actions that were not fully completed (4%) were due to a number of reasons including risk factors, delay in State Government decisions/funding, reallocation of funds to address constraints, resources and external funding.



9.2.1 BUILDING OUR CITY

Strategic Objective

We will promote and facilitate urban renewal and enhancement opportunities that support the wellbeing of our growing population, increase our economic prosperity, and achieve sustainable development outcomes.

● Action completely achieved

● Action substantially achieved

○ Action not fully completed

Strategy	Actions - what have we achieved	Status
Protect and enhance the built and natural environment, and encourage redevelopment of commercial and industrial land to support forecasted population growth.	Continued to meet with the Heritage Advisory Committee. Developed River Trail brochure. Completed history of the Defence site.	●
	Reviewed the Maribyrnong Planning Scheme.	●
	Amendment approved for the rezoning of the former Pacific Dunlop site in Cross Street West Footscray.	●
	Developed Council's response to State Government in relation to the proposed new residential zones.	●
	Commenced review of the Urban Design Framework provisions and framework for the revised Planning Scheme.	●
Prepare integrated land use and development strategies to achieve sustainable development outcomes in our designated activity centres, strategic redevelopment sites and core industrial precincts.	Completed assessment for the rezoning of the former Bradmill site Francis Street Yarraville.	●
	Prepared for the disposal of the Defence explosives site in Northern Maribyrnong. Preliminary meetings held with Department of Defence and VicUrban.	●
	Prepared draft policy for the Yarraville industrial area with Port of Melbourne Corporation.	●
Ensure structure plans for the Footscray, Highpoint and Central West Activity Centres support their economic viability and accommodate increased development activity.	Completed Central West Activity Centre Urban Design Framework.	●
	Completed Highpoint Activity Centre Structure Plan. Prepared briefs for the development of Integrated Transport Plan.	●
	Reviewed the Activity Centre Policy as part of the Planning Scheme review with actions to follow.	●
	Developed the draft Footscray Retail Strategy in conjunction with the Department of Planning and Community Development – to be finalised late '09.	●
Create people focused places that are safe, accessible and encourage community interaction and participation.	Reviewed Syringe Management Plan to respond to emerging drug issues.	●
	Developed Public Drinking Strategy. Prepared a draft Closed Circuit TV (CCTV) Discussion Paper.	●
	Completed the implementation of Graffiti Management Actions for 2008/09.	●
	Refurbished Footscray Library.	●
	Engaged with local trader's associations to create and support activities that encourage the community to shop in the area.	●
	Developed a Footscray at Night Strategy aimed to increase night activity with actions to follow.	●
	Implemented Stage 2 Greening Footscray Strategy - 51 trees planted in Droop and Albert Street.	●

	Completed Stage 2 works for the Nicholson Mall Redesign project.	●
	Did not proceed with the streetscape design for Irving Street due to the release of the Victorian Transport Plan.	○
	Project redirected to the Leeds St redesign.	●
	Continued implementation of the Yarraville Village Urban Design and Traffic Management Strategy.	●
	Commenced implementation of the West Footscray Urban Design Framework.	●
Advocate and apply through government initiatives and programs to secure funding towards infrastructure and environmental projects which will make life in Maribyrnong more sustainable	Created an Intergovernmental Partnership to prepare a Council / State Government investment framework for the city.	●
	Continued advocacy for Footscray Renewal. Projects included:- Station Footbridge and Forecourts, Marketing and Retail Strategy, Social Impact Assessment, Josephs Road precinct.	●

HIGHLIGHTS

Bradmill Precinct

Council has exhibited a planning scheme amendment to rezone the Bradmill precinct from industrial to residential and business. The precinct is 26 hectares and has the potential for 1000 dwellings, new neighbourhood activity centre with supermarket and a new library. As part of the amendment process, Council provided extensive opportunities for community engagement.

Footscray Renewal – Josephs Road

Council continues to work in partnership with the Department of Planning and Community Development in working towards achieving the outcomes of the Footscray Renewal program. A major rezoning has been approved by the Planning Minister – Josephs Road precinct. The 15 hectare industrial area has been rezoned for retail, residential, office and public space. The precinct is in a prime location set right on the Maribyrnong River only minutes away from the Footscray CBD. This under-utilised land will allow for 'mixed use activity' – including housing, retail, entertainment, arts and open space. The development of this site is part of the Footscray Renewal program.

Economic development/job growth

Council has supported implementation of the Western Region Industry and Employment Study (WRIEDS) and advocated for the recognition of its directions by the State Government. The preparation of structure plans for Highpoint and Footscray Central Activities District (CAD) will provide capacity for growth and a broader mix of businesses with increased employment opportunities. Council has continued supporting local trader groups and events for business networking including the 'Energise Enterprise' small business festival.

Maribyrnong Partnership

Council and the State Government signed an Inter Governmental Partnership agreement. Through the Partnership model Council aims to:

- Change circumstances for people living and organisations working in Maribyrnong.
- Achieve a rapid increase of community strengthening activities.
- Strengthen the strategic commitment to develop improved ways of governments and community agencies working with communities to deliver better outcomes.

9.2.2 TRANSPORT PLANNING AND MANAGEMENT

Strategic Objective

Plan, implement and manage transport and parking systems for the City of Maribyrnong that enables people to get around and arrive safely at their required destination with minimal impact on community and the environment.

● Action completely achieved

● Action substantially achieved

○ Action not fully completed

Strategy	Actions - what have we achieved	Status
Advocate for fast, frequent safe and affordable public transport throughout the City.	Completed a Bus Service Review with State Government. All current year funded review changes have been implemented. The Department of Transport undertook a patronage survey in Yarraville.	●
	Advocated for public transport upgrades in the inner west, including participation in the PT4Me2 campaign and the Western Transport Alliance. Many of the actions advocated for have been included in the Victorian Transport Plan (VTP).	●
	Continued to monitor and report on progress of State Government actions around transport issues. Discussions held with State Government on projects in the VTP.	●
Promote and support programs and initiatives that encourage sustainable transport	Purchased a accessible transport/vehicle and piloted the program amongst older adults and people with a disability. The program continues to operate with set policy and procedures.	●
	Prepared a brief for a Transport Plan for Northern Maribyrnong in conjunction with the Highpoint Area Structure Plan.	●
	Continued to further improve and develop the 'Shared Path' Network.	●
	Continued to implement the Maribyrnong Strategic Bicycle Plan. Projects included - River St off-road shared path; Victoria St & South Rd on-road paths; Footscray to Highpoint bicycle connections.	●
	Developed and commenced implementation of the Cross Street Local Area Access Program (LAAP) and TravelSmart project in West Footscray.	●
	Assisted with development of Integrated Transport Plans (ITP's) for new major developments, such as Bradmill and Banbury Village.	●
	Developed a model 'School Travel Plan' and piloted the model within two local primary schools – Footscray City and Christ the King (Braybrook) - project to be completed by the end of 09.	●
Encourage active community participation in the decision making process for transport planning and implementation in Maribyrnong.	Monitored and reported on the East West Link Assessment (EWLA) review by State Government. Discussions continue with the State Government.	●
	Sought community involvement in road safety programs, including Bike Education in primary schools, CALD driver program and 'Older Driver' Program Day.	●
	Consulted with community and stakeholders on the implementation of local area traffic management (LATM) works around Western Hospital and Highpoint Shopping Centre.	●

Plan for and manage an effective parking system for the city.	Completed parking permit system review.	●
	Continued with the implementation of the Footscray Parking Management Plan. The installation of parking meters has been postponed due to supplier issues.	●
Advocate for the creation of freight routes to the Melbourne Ports that do not adversely affect the Maribyrnong community	Community consultation on the 'Truck Action Plan' has occurred and consultants for the study have been appointed by VicRoads.	●
	Continued to work with VicRoads to monitor and enforce compliance of the truck restrictions.	●
	Continued to liaise with Melbourne Port Corporation on port development activities including Melbourne Portal updates.	●

HIGHLIGHTS

Talking Taxis

The Minister for Transport launched Maribyrnong's 'Talking Taxis' project – a simple communication tool including picture boards and personal journey cards. 'Talking Taxis', makes taxi journeys easier for passengers with a communication barrier or a disability.

The concept was created, designed and trialled locally through a community partnership facilitated by Council. The trial period generated such positive feedback that the State Government decided to make it available state-wide.

Accessible Vehicle

Council has purchased a new wheelchair accessible car to provide transport options to eligible residents unable to use other forms of transport. The vehicle is available to eligible elderly residents and people with a disability who require transport to attend medical or health appointments.

Victorian Transport Plan – local benefits

Council has worked very closely with the State Government in addressing truck traffic issues. The release of the Victorian Transport Plan will result in positive transport outcomes for the Maribyrnong community.

The Transport Plan's major projects include new and enhanced public transport services and infrastructure, improved cycling networks and significant road projects delivering some much needed reprieve from the truck and traffic congestion that chokes Maribyrnong's local streets.

The School Travel Plan Project

As part of an innovative new program, *The School Travel Plan Project*, Council has worked with a number of local primary and secondary schools to reduce car trips and encourage more environmentally friendly and healthier ways of travelling between home and school, such as walking and cycling.

The benefits of School Travel Planning include:

- Better health and fitness for students and parents;
- Better road safety and less traffic around schools; and
- Improved air quality and reduction in carbon emissions.

9.2.3 COMMUNITY ENGAGEMENT AND ADVOCACY

Strategic Objective

We will provide every opportunity for the community to participate and be involved, adopting multi approach community engagement tools, to ensure all groups have equal opportunities to participate and be involved in Council's decisions and advocacy.

● Action completely achieved

● Action substantially achieved

○ Action not fully completed

Strategy	Actions - what have we achieved	Status
Create opportunities for active participation in decision making and service delivery through developing a wide range of tools for engaging our diverse communities including the 'hard to reach' groups.	Continued to implement CALD Communication Strategy – planning for peer facilitation sessions.	●
	Commenced the review of Council's Citizen Engagement Strategy, to be completed during 2009/10.	○
	Explored place based citizen engagement structures, for example the Neighbourhood Renewal model.	●
	Developed brochures for our Community Centres, and distributed these widely.	●
	Developed and implemented a community centre volunteer program.	●
Manage the City's changing needs and demographic profile by advocating for adequate provision of services and facilities from all levels of government.	Implemented Year 1 Affordable Housing Strategy Actions. Continued to monitor housing stress within the municipality through surveys and collaborative work with service providers.	●
	Completed the refurbishment of Maribyrnong Occasional Child Care centre located at Maribyrnong Community Centre.	●
	Increased the capacity for people of all abilities to participate in community activities via the 'Planting Seeds Project' for the Braybrook and Maidstone community gardens with work ongoing.	●
Become strong advocates by strengthening partnerships with community groups, agencies and service providers on matters of community interest.	Developed a new four year Council Plan 2009-2013 with extensive stakeholder engagement – these attracted 90 community member to actively participate in Council Plan consultation workshops.	●
	Continued to resource and support the following networks: <ul style="list-style-type: none"> • Municipal Public Health Plan Advisory Group • Western Region Health Planning Group • Gender and Local Government Project • Refugee Brokerage Program • Rail Emissions Working Group • Brooklyn Community Reference Group • Arts and Culture Advisory Committee 	●
	Conducted three strategic planning sessions in support of the Braybrook Maidstone Neighbourhood house with work ongoing.	●

HIGHLIGHTS

Maribyrnong Giving Centre

In partnership with 'Our Community' Council has developed an online Maribyrnong Giving Centre. The website contains information on how to donate time, money and goods, as well as support local agencies.

Affordable Housing

Council has developed the Responsible Equitable Affordable Living (REAL) Housing Affordability Strategy 2008-2012, detailing how Council will consider and advocate for current and emerging needs for our city's affordable housing. Council collaborated with Office of Housing on the Local Area Affordable Housing Project to develop an Affordable Housing Needs Analysis and to support affordable housing within the municipality.

Council also established protocols with Consumer Affairs Victoria and Service providers to identify illegal rooming houses, support managers/owners to comply with building codes and health regulations and support residents displaced by closures.

New Council Plan 2009-13

Under the *Local Government Act (1989)* each Victorian Council is required to produce a four year Council Plan by 30 June in the year following a general Council election.

The Council Plan 2009-13 has been developed through extensive consultation with Councillors, the community and Council staff. It sets long term vision and strategic objectives for the next four years. The Plan incorporates the Municipal Public Health Plan (MPHP), with Maribyrnong becoming one of the first councils in Victoria to take this approach.



9.2.4 COMMUNITY, LEISURE & CULTURAL FACILITIES SERVICES AND SPACES

Strategic Objective

Contribute to the wellbeing of the diverse Maribyrnong communities and to the health and vitality of the city by ensuring access to community and cultural facilities, programs and spaces.

● Action completely achieved

● Action substantially achieved

○ Action not fully completed

Strategy	Actions - what have we achieved	Status
Maximise the provision of high quality community sporting and cultural infrastructure services, programs and spaces and encourage all Maribyrnong residents and visitors to participate fully in everyday life.	Refurbished the Customer Service Foyer and the Call Centre.	●
	Managed the redevelopment of the Footscray Community Arts Centre. Architects have been appointed to design new scope of works.	●
	Commenced discussions with Arts Victoria to explore the feasibility of a 'community circus' facility in the city.	●
	Reviewed the Reconciliation Policy and Action Plan.	●
	Implemented actions as outlined in the Disability Policy and Action Plan (eg. Access improvement projects, 'Tip Sheet' for journalists)	●
	Commenced the review of Aged and Diversity Community Aged Care Packages (CACPS) and Home Based Care service delivery.	●
	Commenced the review and redevelopment of the Ageing Well Strategy – to be completed late 2009.	●
	Completed the Library Services Plan.	●
	In response to increased demand for children services Council in partnership with kinder committee of management has introduced two additional four year kinder sessions and increased capacity for playgroups and maternal and child health. This action is ongoing.	●
	Implemented the Braybrook Park Master Plan works including landscaping, plaza, paths and sport courts.	●
	Commenced construction of the new Mclvor Reserve Pavilion.	●
	Continued to participate as a member of the 'Project Control Group' in the redevelopment of Whitten Oval.	●
	Commenced the development of the Regional After Hours Emergency Contact Centre - a collaborative project with five councils in the west (Hobsons Bay, Brimbank, Melton, Wyndham and Maribyrnong).	●
Work collaboratively with key stakeholders to maximise community involvement in sport and recreation.	Prepared a new 'Recreation Strategy' which identifies priorities for Council in relation to sport and recreation.	●
Ensure that the city receives its fair share of resources based on strong evidence, integrated planning and collaborative partnerships.	Collected health, education and wellbeing indicators for the 'early years' to inform service/facilities planning for children and families. This includes Council's strategic response to the Australian Early Year Index results for Maribyrnong.	●

Directly provide a range of relevant universal community, sporting and cultural programs and services.	Provided a quality health and aquatic service from the Maribyrnong Aquatic Centre delivering programs and activities to meet the needs of the Maribyrnong community.	●
	Commenced developing a Future Festivals and Events discussion paper. The Festivals and Events Strategy is scheduled to be completed late 2009.	○
	Implemented the actions in the Arts and Cultural Development plan.	●
	Continued to provide a breast feeding and post natal depression support program across the municipality.	●
	Commenced the planning and design for Clare Court child and family hub. An architect has been appointed to develop design. Building works is scheduled to commence in late 2009.	●
	Facilitated linkages between corporate and the community through the creation of corporate volunteer opportunities. Launched the on line Maribyrnong Giving Centre.	●
	Continued to strengthen the provision of services and support for young people, including the launch of Streetsurfer, opening of Phoenix Youth facility, L2P program.	●

HIGHLIGHTS

Youth Employment Mentoring Program

Maribyrnong City Council in partnership with the New Hope Foundation has helped to increase confidence in young people by providing them with the vital skills needed to obtain full-time employment or study as part of a new mentoring program.

Through the Youth Employment Mentoring Program, young unemployed participants regularly met with volunteers from the corporate sector who gave up their time to act as mentors and provide support and guidance.

Four participants graduated through the program and were rewarded for their efforts at a graduation ceremony at IBM Australia.

Emergency Management - 'When Industry Is Your Neighbour'

16,000 residents adjoining Maribyrnong's industrial precinct received a 'When Industry Is Your Neighbour Information Kit'. The kit provides simple emergency response information and advice to help people stay informed when making decisions about their safety in an industrial emergency.

The development and distribution of the 'When Industry Is Your Neighbour Information Kit' and introduction of the 'Community Warning and Information System' is part of a Council-led community safety initiative in partnership with key stakeholders including Metropolitan Fire Brigade, Victoria Police, Worksafe Victoria and the Environment Protection Authority.

Phoenix Youth Centre

Council opened its first Youth Centre – *Phoenix* located in Buckley St Footscray. The centre offers young people aged 12-25 a variety of programs, activities and services. Young people can meet others, be involved in recreational activities, access services and support, develop projects, learn new skills, play music and get involved in a range of fun programs.

9.2.5 AMENITY and NATURAL ENVIRONMENT

Strategic Objective

Improve the amenity of the city by creating and promoting vibrant people oriented public spaces which enhance the natural and built environment.

● Action completely achieved

● Action substantially achieved

○ Action not fully completed

Strategy	Actions - what have we achieved	Status
Continue to develop Council systems and strategies' including the capital works program, transport initiatives and open space strategies that further enhance and improve community amenity and the natural environment.	Implemented recreation and open space projects identified in the Capital Works and Improvement Program. Projects include: Martin Reserve, Yarraville, Cruickshank Park Fitness Trail, Seelaf Square, Martin Reserve Dog Off Lead Park and Beaver Reserve.	●
	Completed playground asset renewal, upgrades and replacement program. Projects include: Frederick and Bristow reserves upgrade, Harris Reserve upgrade.	●
Continue to implement amenity improvement programs and initiatives.	Implemented the Street Tree Planting Program. This included construction and planting of 49 on-road tree bays in Footscray and Yarraville.	●
	Improvements have been made to ten roundabouts (including landscaping and drought tolerant planting) throughout the municipality.	●
	Enhanced levels of service in street cleansing, particularly in streets where parked cars inhibit mechanical sweeping.	●
	Increased the frequency of laneway cleansing, including rubbish removal, weed spraying, and sweeping on a regular basis.	●
Plan for the continuous upgrade and maintenance of Council's assets, property and infrastructure to meet the community's needs.	Completion of the Public Toilet Replacement Program for 08/09 which included the replacement of Leeds Street toilet, Footscray.	●
	Commenced implementing the Road Improvement Program including Stephen St between Kent and Somerville; Gallant Street; Gamon St between Somerville and Little Smith St.	●
	Implementation of the Laneway Strategy. The single project for this financial year was the reconstruction of the laneway between Hargreaves Cres and Churchill Avenue Braybrook.	●
	Managed environmental issues associated with landfill sites, such as Farnsworth Quarry Landfill completing the additional groundwater and landfill gas testing.	●
Provide leadership on climate change, including reducing energy and water consumption, purchasing of green energy and carbon offsets across the municipality.	Continued with program of maintaining 150 significant trees through watering via 200L drums at Footscray Park, Yarraville Gardens and Caulson Gardens. The watering program has been completed.	●
	Monitored Council's greenhouse gas emissions in line with Carbon Neutral Action Plan. Completed quarterly reports on Energy and Greenhouse emission.	●
	Completed draft Peak Oil Contingency Plan in preparation for 'peak oil'.	●
	Completed a pre-feasibility study for the Stony Creek wind farm in Hyde St Reserve.	●
	Trialled two new Electric vehicles as zero emissions vehicles in the Local Laws fleet. Delays have been experienced in the delivery of the third vehicle due to manufacturing fault.	●

HIGHLIGHTS

Carbon Neutral Action Plan

Council committed to becoming carbon neutral in its operations by 2015 and the wider community by 2020. Council launched its Carbon Neutral Action Plan. The Action Plan details how Council, business and the community can reduce their carbon footprint. Major initiatives in the Action Plan for Council included rolling out sustainability projects, purchasing greenpower and trialling electric cars.

Council has facilitated a range of initiatives including:

- Bulk purchasing of solar panels for community residents;
- Water and energy forums;
- Challenge to Change program;
- Facilitated the bulk purchasing of water and energy efficient technologies and the retrofitting.

Water Saving at Municipal Offices

Council has transformed its Municipal Offices in Footscray from a high water use building to a water saving building. A total water savings of 67% has been achieved over the last three years resulting in saving approximately 2.5 million litres per year.

The reduction of water use is as a result of a number of measures including:

- Installing dual flush toilets;
- Low flow restrictors in taps in bathrooms and kitchens;
- The installation of efficient hot water boilers in kitchen areas.



10 City Leadership and Management

The following is a snapshot the services and diversity of Council's responsibilities. It provides an overview of the past 12 months of operations at Maribyrnong City Council.

The end of the 2008/09 financial year sees Council operating in Year nine of the ten year rolling Financial Plan. The Plan is reviewed and refined every year as part of Council's annual budgeting process.

The Report of Operations highlights:

- Major policy decisions/significant projects
- Major capital works

The Report of Operations also provides information about services and the organisation in accordance with the requirements of the *Local Government Act*.

10.1 Major projects, improvements and successes

10.1.1 Projects

Regional After Hours Service Collaboration Project

Maribyrnong is leading a project to develop a regionally based after hours contact service in collaboration with the councils of Brimbank, Hobsons Bay, Melton and Wyndham. This project was funded (\$40,000) from the State Government's Collaborative Procurement Program supporting local government innovative shared service initiatives.

Building Bridges

Seven schools in the City of Maribyrnong and 300 students have participated in the Building Bridges Cultural Games program.

In summary the program:

- celebrated diversity;
- encouraged positive contact and builds relationships between children and adults from different cultural background's; and
- provided casual employment to 30 parents in the City of Maribyrnong - parents are recruited as small group facilitators, trained in small group facilitation. Parents helped facilitate the small groups of mixed children.

Free Braybrook Sports Equipment Library

Council has introduced the new Sports Equipment Library, an initiative that reinforces Council's commitment to providing opportunities for residents to engage in recreational opportunities.

Residents are able to utilise the free sports library to improve their health and wellbeing and engage with other members of the community when the service opens in mid 2009.

Victorian Transport Plan – benefits to Maribyrnong

Council has worked very closely with the State Government in addressing the truck / traffic issues. Many of the projects listed in the VTP will directly benefit the Maribyrnong Community. These projects include:

- A Truck Action Plan (TAP) to be developed in stages to remove thousands of trucks from inner-western suburban streets. Planning and consultation has commenced on the \$380 million stage one of this project;
- Upgrades to Paramount Road, Dempster Street, Sunshine Road and Geelong Road;
- A \$2.5 billion road link tunnel from Geelong Road, West Footscray, to the Port as an alternative to the West Gate Bridge;
- An extension to the Western Ring Road (subject to further planning). Planning for this project will commence in late 2009.

Other key achievements relating to truck traffic issues include:

- The State Government launched "Freight Futures" the Victorian Freight Network Strategy in December 2008. Freight Futures contains many actions and initiatives that will help to minimise adverse impacts on the Maribyrnong community.
- Council continued to monitor and review the truck counts on roads heavily used by trucks. While the existing truck curfews have reduced truck numbers during curfew hours, overall truck numbers on some routes remain high. Council has received support from VicRoads to increase enforcement activity of the curfews along these routes.
- A review of the effectiveness of the truck bans in Footscray Central Activity District has been undertaken indicating significant reductions in large trucks driving through the CAD, resulting in improved amenity in the centre.

Council leads the way to prevent violence against women

Council has undertaken an audit of local community hubs to ensure they are safe and welcoming for women and encourage respect and non-violent communication. The community hubs audited included local libraries, community centres, the Town Hall and recreation and maternal and child health centres.

The results of the audit in our community were very encouraging – they demonstrated above average levels of community involvement in many local centres.

10.1.2 Capital Improvement Projects

Bike and Walking track – linking Edgewater to MAC

Council has completed the final section of the 800 metre shared path linking the Edgewater estate to the Maribyrnong Aquatic Centre (MAC).

The new bike and walking track offers a direct connection from Edgewater to the Maribyrnong Aquatic Centre that encourages residents to leave their cars at home.

The \$50,000 path, funded under Council's Transport Capital Works Program, is one of several major shared paths that link the City and make it easier to get around without a car.

The Nicholson Street Mall in Footscray

The State Government and Council launched the revamped Mall with improved lighting, paving, more seating, more trees and shade, and enhanced transport interchanges.

The Nicholson Street redevelopment won three prestigious awards.

Yarraville Community Centre

The restoration of the Yarraville Community Centre has commenced, after the completion of underpinning and site remediation works to prepare it for major redevelopment.

The \$4.27 million overhaul, funded through a partnership between Council, the State and Federal Government's Department of Transport and Regional Services, involves extensive refurbishment including a new lift, a new teaching kitchen, gallery display spaces, a sprung timber dance floor and new slate roofing.

Mclvor Reserve Sports Pavilion

Council commenced the \$1.5 million redevelopment of the Mclvor Reserve Sports Pavilion. The redevelopment will feature new club and meeting rooms, with wheelchair access and female change rooms to make the facility more accessible to the whole community.

Stephen Street in Yarraville

Council organised a free community barbecue to celebrate the completion of the Stephen St Road Rehabilitation project, a \$1million joint venture between Maribyrnong City Council, Melbourne Water and the Federal Government.

The project improved Stephen Street's functionality - it included an upgrade to the road's surface, an improvement of the traffic management at intersections and softening of the streetscape with more landscaped areas. It also incorporated a Water Sensitive Urban Design (WSUD) concept called Bio-retention gardens.

Council's contribution to the project was approximately \$500,000 while the Federal Government under its Roads to Recovery program committed \$400,000 and Melbourne Water committed \$200,000.

Turf Replacement Program

Council is in the process of making its sportsground 'drought proof' to enable the community sporting groups to continue their activities as much as possible.

As part of the Turf Replacement Program, Council replaced warm season grasses on all sports grounds with a hardier dry season grass that is better suited to Victoria's current drought-ridden climate.

As part of the program, Council managed to secure an additional \$40,000 from the State Government – with Council also funding \$63,000 – towards the purchase of 14 water tanks. The tanks have been placed on all sports grounds with turf wickets.

10.2 Urban Amenity Improvements

10.2.1 Parks and Reserves

- **Mclvor Reserve Synthetic Hockey Pitch Replacement, Yarraville.** New hybrid synthetic turf surface replacing two synthetic hockey pitches. \$1.2million.
- **Braybrook Park Upgrade.** Plaza, tennis court and multi court construction (basketball, netball, street soccer), new furniture, tree planting. \$840,000.
- **Dobson Reserve, Maidstone.** Path and fence construction, tree planting, playground upgrade. \$175,000.
- **Beevers Reserve, Yarraville.** Landscape works, new playground equipment. \$100,000.
- **Martin Reserve, West Footscray.** Soil and turf improvements, new furniture. \$58,000.
- **Cruickshank Park, Yarraville.** Fitness equipment. \$30,000.
- **Yarraville Skate Park.** New furniture, paving extensions, new drinking fountain. \$15,000.
- **Suffolk St Triangle, West Footscray/Maidstone.** New furniture, paths and tree plantings. \$10,000.

10.2.2 Playgrounds

Council has upgraded or replaced the following playgrounds:

- **Seelaf Park and Square, Footscray.** Landscape works, new playground equipment, new furniture. \$100,000.
- **Bristow Reserve, Seddon.** Playground upgrade. \$45,000.
- **Frederick Reserve, Yarraville.** Playground replacement. \$40,000.
- **Harris Reserve, Seddon.** Playground replacement. \$60,000.
- **Dobson Reserve, Maidstone** Playground upgrade \$70,000.

10.2.3 Bicycle Paths

- **Footscray Pedestrian and Cycling Improvements.** \$21,000.
- **Bike Path Plan Implementation, education and road safety.** \$75,000.
- **River Street shared pathway, Maribyrnong.** \$56,000.

10.2.4 Footpaths

The following footpaths have been reconstructed / upgraded:

- **Anderson St,** - Ballarat St to Railway Line (South Side)
- **Ballarat St,** - Anderson St to Simpson St (West Side)
- **Buninyong St** - Anderson to Simpson Sts West Side)

- **Francis St** - Jewell St to Stony Creek (North Side)
- **Barkly St** - Gordon to Swan Sts (North Side)
- **York St** - Stephen to Hyde Sts (South Side)
- **Canterbury St** - Car park to Ballarat Street St (North Side)
- **Barkly St** - Summerhill to Warleigh Sts (South Side)
- **Fehon St** - Blackwood to Ovens Sts (East Side)
- **Hood St** - Gamon to Hamilton Sts (Both Sides)
- **Seddon** - Hamilton to Gamon (Both Sides)
- **Windsor St** - Buckley to South End Sts (Both Sides)
- **Parker** - Whitehall to Moreland (North Side)
- **Barkly** - Clarke to Warleigh (South Side)

10.2.5 Roads

The following roads have been either reconstructed, resurfaced or rehabilitated:-

- **Swan St** - Barkly to Essex
- **Watson St** - Treloar to end
- **Lawn St** - Ballarat to Melon
- **Emma St** - John to Margaret
- **Scovell Cres**
- **Soudan Rd**
- **Pentland Pde** - Somerville to Mackay
- **Buxton St**
- **Stephen Kent** - Somerville
- **Queensville** - Geelong to Dickson
- **Currajong Rd**
- **Emu Rd**
- **Middle Rd,** Maidstone

Other

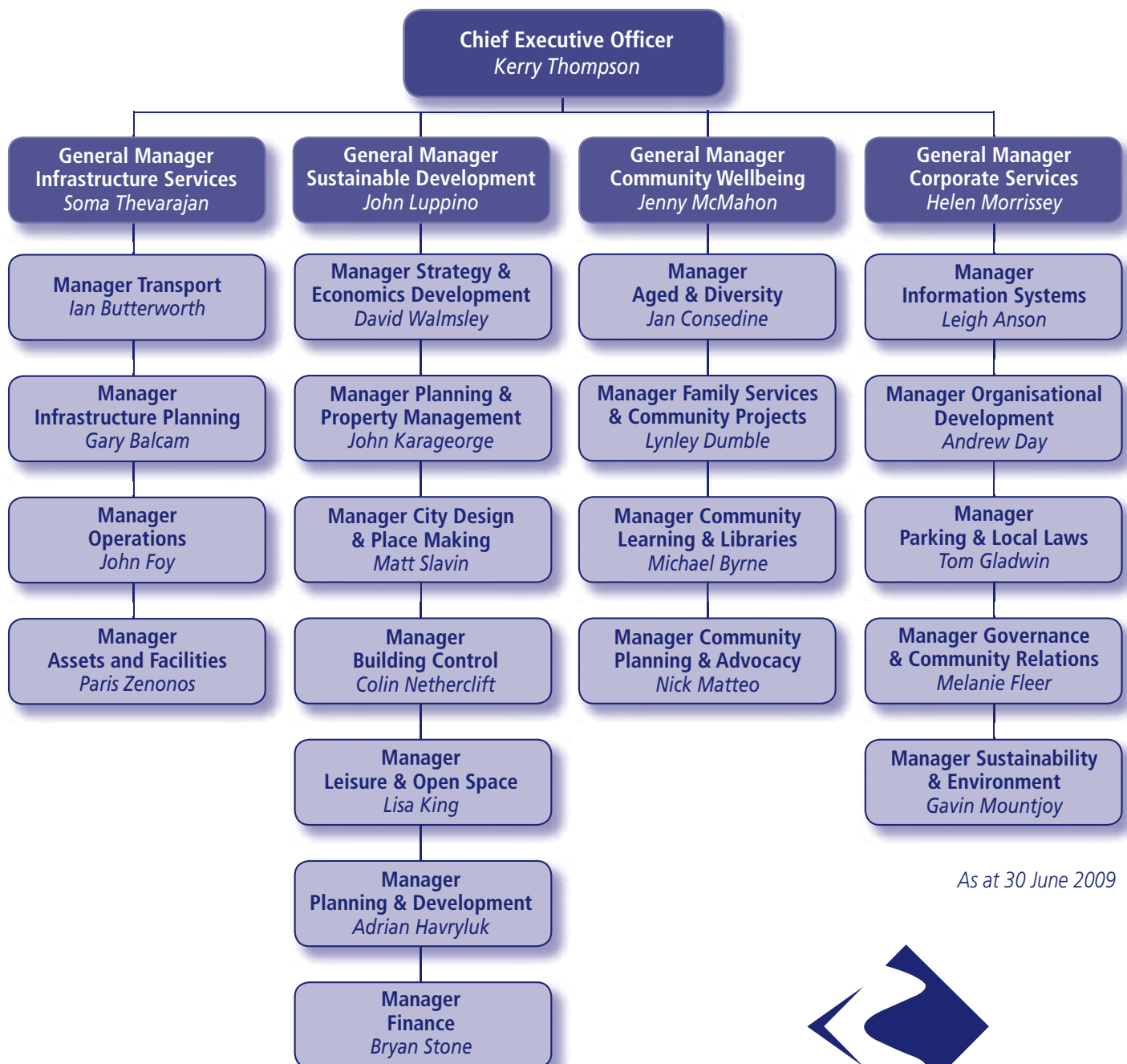
- **Joy St and Melon St Roundabout,** Braybrook. \$55,000.
- **Chifley Drive Lighting Upgrade,** Maribyrnong. \$55,000.
- **Burns St Parking Bays.** \$40,000.
- **Laneway** Rear of Churchill Ave Shops.

10.2.6 Street Trees

In line with Council's Street Tree Planting program we have planted over 700 new trees and constructed 37 footpath tree bays.

11 Our Organisation

11.1 Organisational Structure as at 30 June 2009



As at 30 June 2009

11.2 Our Executive Team

SOMA THEVARAJAN – GENERAL MANAGER

INFRASTRUCTURE SERVICES The Infrastructure Services Branch is responsible for strategic planning and development of Council's physical assets such as roads, footpaths, cycle paths, drains and Council buildings along with transport planning, parking management, traffic engineering and public lighting.

The Branch is also responsible for maintenance of the above assets, including Parks and Gardens. It is also responsible for delivering cleansing services, recycling and refuse collection services, 'At Call' Hard and Green Waste service and User Pays Green Waste service.



JOHN LUPPINO – GENERAL MANAGER

SUSTAINABLE DEVELOPMENT The Sustainable Development Branch and its structure performs in an environment consistent with the organisational values and behaviours, delivering successful outcomes for the community, Councillors and staff in the areas of, Finance, Strategic Land Use Planning, Economic Development, Building Safety, Development Services, Urban Design, Leisure Services, Open Space Planning and Capital Works implementation.



JENNY MCMAHON – GENERAL MANAGER

COMMUNITY WELLBEING The Community Wellbeing Branch delivers a range of services to support the community in all stages of their lives. From early childhood services, including maternal and child health, through to services for our youth and then to the older members of our community. We maintain a safe and healthy community through public health services, and enhance the wellbeing of the community through festivals and cultural activities. We advocate and act on emerging critical issues such as public drinking, problem gambling, and public and affordable housing. We deliver quality services which are responsive to the changing needs of the community.



HELEN MORRISSEY – GENERAL MANAGER

CORPORATE SERVICES The Corporate Services Branch provides a broad and diverse range of statutory and non statutory services that are essential in maintaining the successful operation and sustainable development of the organisation. These services include all aspects of organisational support including Information Technology (IT), Human Resources (HR), occupational health and safety (OH&S), risk training and mitigation, community information and governance, council planning, a customer service interface with the community, emergency management, sustainability and climate change, parking and local laws services.



11.3 STRATEGIC RESOURCE PLAN

Council's capacity to deliver the objectives of the Council Plan was based on service culture, values, people, good governance, business system and technology, asset management, risk management, financial planning and application of Best Value principles. The table below provides an overview of our commitment and achievement relating to SRP over the 2008-09 period.

● Action completely achieved

● Action substantially achieved

○ Action not fully completed

Strategy	Actions - what have we achieved	Status
SERVICE CULTURE Council will maintain a service culture that recognizes the priorities of customers, reaches out to diverse groups within the community and actively engages its citizens.	Continued to implement CALD Communication Strategy – including staff training sessions.	●
GOOD GOVERNANCE Council will implement consultative, review, audit and decision making mechanisms that are based upon principles of transparency, access and equity in accordance with relevant legislation.	Managed 2008 municipal election for the City of Maribyrnong.	●
PEOPLE Provide an environment which brings out the best in people and establishes Council as a preferred employer with the sector and community.	Reviewed current recruitment policy / procedures.	●
	Undertook internal workforce planning analysis. Reporting on the Organisational Health Indicators.	●
ASSET / COMMUNITY INFRASTRUCTURE MANAGEMENT Council will manage its assets in a manner that meets identified community needs while fitting within the parameters of the Long term Financial Plan.	Developed three year Capital Work program 2009-12.	●
	Developed 15 year long term maintenance plans and capital works program for buildings.	●
	Developed Asset Management Plans for Council buildings.	●
	Developed Asset Management System Registers for select asset classes – building, road, footpath, kerb channel and drainage.	●
	Implemented MAV Step Asset Management Improvement Strategy.	●
BUSINESS SYSTEMS & TECHNOLOGY Provide information systems that enable business units to deliver quality services to the community.	Developed online services to inform future priorities for departments for service delivery.	●
RISK MANAGEMENT Develop strategy and associated programs with the aim of significantly reducing Council's exposure to risk.	Drafted a Contractor Risk Management Strategy.	●
	Commenced developing a risk aware culture in the workplace.	●
BUSINESS CONTINUITY Council will provide sound business continuity management processes to minimise the impacts of any disruptions to Council's many and varied operations.	Continued to maintain and update Crisis Management and Disaster Recovery Plan (CMDRP) as Council's overarching business continuity guide.	●
MEASURING OUR PERFORMANCE Council will implement systems and processes that measure the performance of Council and provide feedback which drives continuous improvement and enhances performance.	Implemented Integrated Planning, Review and Performance Measurement Framework.	●
FINANCIAL PLAN Implement financial management strategies that ensure Council's financial sustainability into the future and which enhance Council's policy making ability, whilst still achieving.	Revised the Long Term Financial Plan (LTFP).	●

11.4 Organisational effectiveness

The *Local Government Act 1989 (the Act)* requires Council to prepare a Strategic Resource Plan (SRP) which includes both the financial and non-financial resources required to achieve the strategic objectives included in the *Council Plan*.

Our capacity to deliver the objectives of the *Council Plan* is based on our service culture, people, good governance, business systems and technology, asset management, risk and environmental management, competent financial planning and the application of Best Value principles.

Organisational culture and leadership program

Maribyrnong Council has started a journey to develop a leadership model for the organisation, 'The Maribyrnong Way'. The first stage of this important project looked at the current organisational culture at Maribyrnong and also identified the organisations desired culture.

Organisational culture reflects the way we go about doing our work, how we work with others (including other teams) what support or direction we get from leaders and whether we feel we are able to take risks and try new ideas.

Council is committed to an organisation with strong leadership skills to ensure we take a continuous learning journey. We want to always be looking at ways to do things better, and provide staff with the right skills and support to continue this journey.

In the past three years, Council has taken its corporate management team, coordinators and team leaders through a leadership program. The program has enabled staff to look at their management style and areas where they can improve.

OUR VALUES

In determining the desired culture of the organisation we developed a set of values to guide our behaviours, they are:

Respect

This includes the promotion of inclusiveness, empathy, communication, good will.

Integrity

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

Courage

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

Developing integrated corporate planning and performance framework

Council continues to further develop and enhance its Corporate Performance Management (PM) system.

The system integrates all our corporate planning and reporting, including:

- Business Plans
- Council Plan Annual Actions
- Performance Measures
- Capital / Initiatives Projects
- Organisational Health Indicators
- Best Value Principles

How we apply Best Value principles

The current legislation requires councils to report annually to its community on its achievements in relation to Best Value principles. This means:

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

The Best Value principles have been incorporated into Council's Corporate PM system. Through the Performance Management Framework all service areas have developed performance measures, grouped under Best Value principles, and reported in the PM system.

In total, Council has 138 performance measures across 80 different business units.

Customer Service

Council has an adopted Customer Service Charter containing a set of standards and principles. The Charter aims to provide high quality customer service. We are committed to simplifying processes, finding solutions and continuous improvement.

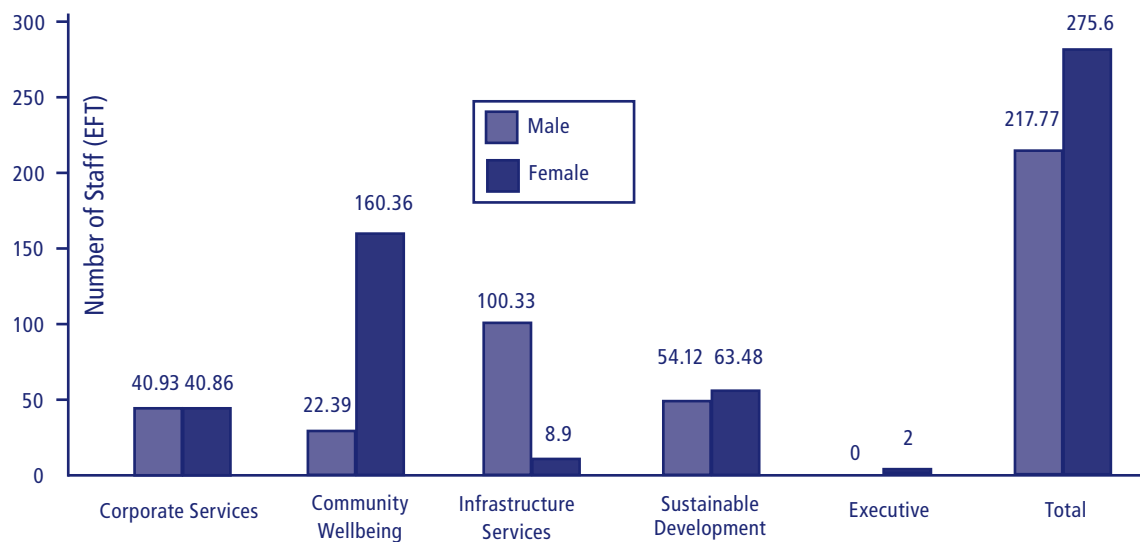
At Maribyrnong City Council you can expect:

- Empathy
- Courtesy
- Prompt attention
- Clear communication
- Privacy and confidentiality.

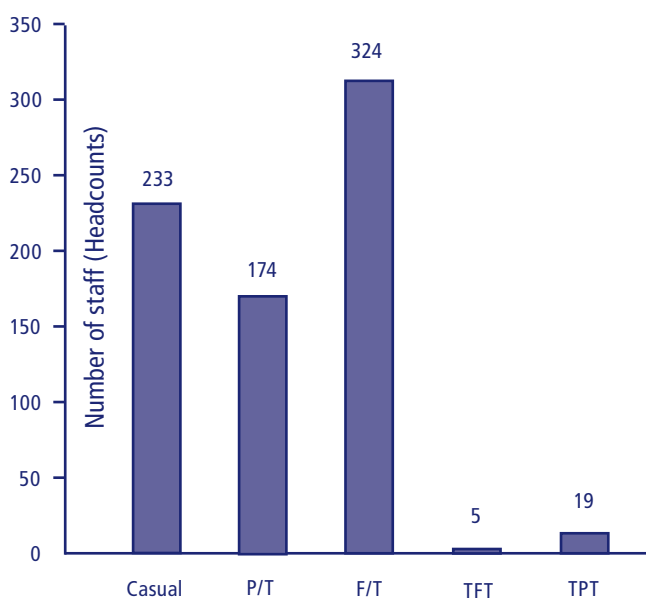
Our staff

At the end of June 2009, our workforce comprised 755 employees (headcount) or 493 EFT.

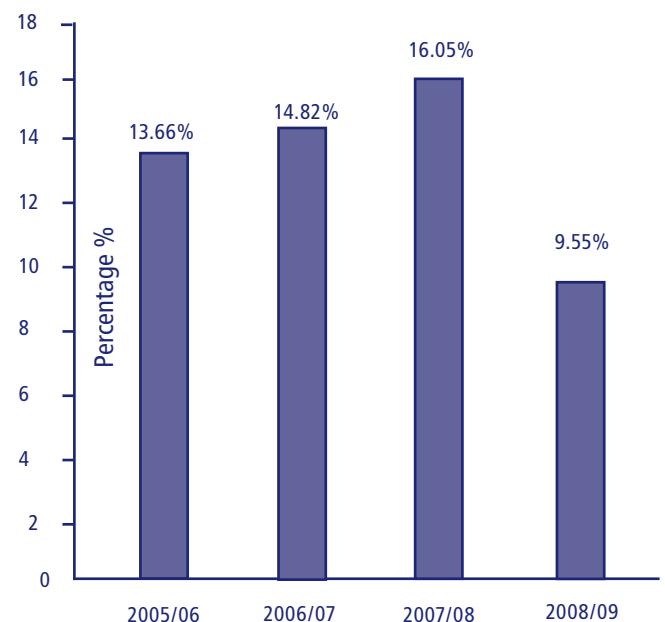
Of the total staff (headcount) 60% were females and 40% males.



A breakdown of employment status is presented in the graph below:



The turnover of all staff is presented in the graph below.



Learning and Development

Council is committed to fostering a workplace where the learning and development of employees is valued and actively encouraged.

Early in 2009 Council re-established its learning and development committee. The committee comprises of staff and management from across Council. The main responsibilities of the committee was to participate in conducting a thorough Training Needs Analysis to determine the specific and targeted learning and development needs of all Council staff and management, and develop the learning and development program for 2009/2010.

The learning and development program aims to enhance the organisation's capacity to achieve its strategic objectives in meeting community needs through:

- Improved job knowledge, skills and competencies
- Broadening and deepening of professional skills and capabilities
- Encouragement of individual career development and growth
- Retention of highly skilled and committed staff

Health and Wellbeing

Council continues to support and resource the staff Health and Wellbeing Committee. During 2008/2009 the health and wellbeing program was highly successful, offering staff with health and wellbeing opportunities aimed at:

- Promoting health awareness assisting employees to make healthy choices
- Educating employees on the long term benefits of good nutrition and regular exercise
- Encouraging participation from all workplaces at MCC on health and fitness
- Encouraging cross team networking

To successfully cater for the different needs and requirements of all council employees, the Health and Wellbeing Program has been categorised into four components:

- Corporate Health
- Diet and Nutrition
- Health and Wellbeing
- Physical Activity

Risk management

Council is committed to proactively managing all the risks inherent in our operations. We recognise that effective risk management ensures the ongoing delivery of high quality services and amenities. Council identifies and controls our strategic and operational risks by adopting an organisational wide holistic approach. In doing so we seek to take advantage of opportunities inherent in the identified risks. The ongoing management of organisational risks are governed by a 'Risk Management Strategy' that was adopted by Council's Executive Management Team and Audit Committee in November 2008, with 40% of the actions completed in this financial year.

Occupational Health and Safety (OH&S)

Risk Management has continued to focus on developing the framework of Council's Health and Safety Management System. Efforts have concentrated on further enhancing consultation mechanisms, proactive inspections, risk assessments, injury prevention and emergency management compliance.

Over the 2008-09 OH&S has worked on the following projects:

- Risk assessments and the development of Safe Work Procedures for a number of teams within Council, from wheelchair accessible vehicles to safely accessing pits;
- OH&S committee and all designated workgroup local safety committees continued to meet on a regular basis and contributed to WorkSafe Week 2008 activities;
- Conducted 57 work station ergonomic assessments;
- Participated in the CGU insurers Australian Standard 4801:2001 Occupational Health and Safety Management Systems Audit;
- Worked in strategic partnership with WorkSafe to implement the Employer Performance Management Program. (OH&S and Injury Management Audit);
- Developed a draft Occupational Health and Safety Strategic Direction 2009 - 2014 and action plan derived primarily from the results of the Internal, CGU and WorkSafe Audits;
- Updated key OH&S policies;
- Participated in the WorkSafe Construction (Roads and Bridges) Project which acknowledged Council's safety systems for managing road and footpath constructions;
- Continued with the 'Generating Momentum' injury prevention program at Council's Works Centre;
- Purchased portable radios and completed emergency procedures and drills for some of our key services and facilities;
- Installed 'Butt Out' bins and 'no smoking' signage at all major Council sites in line with the Smokefree Workplace Policy;
- Trained 17 new and 33 existing designated first aid officers, and 19 new fire wardens.

Fleet Management Project

With the introduction of the SAP (Business IT system) Council has developed a new Fleet Management solution to integrate Finance, Human Resourcing and Purchasing.

This new system through the use of Work Orders allows:

- Enhanced scheduling and planning for Reactive Maintenance;
- Captures labour and material costs;
- Maintains vehicle breakdown information;
- Implementation of a Preventive Maintenance system for all fleet equipment using performance-based maintenance plans;
- Tracks maintenance history and schedules maintenance activities;
- Allows the maintenance of usage and cost information;
- Provides management reporting tools.

12 Statutory Information

Information Available for Inspection

Section 222 of the Local Government Act (the "Act") entitles any person to inspect and take copies of (subject to any fee) prescribed accounts and records. The following information is available at the Maribyrnong Council Offices, Corner Napier & Hyde Streets, Footscray, during office hours:

- Details of current allowances fixed for the Mayor and Councillors under section 74 or 74A of the Act;
- Details of senior officers' total salary packages for the current financial year and the previous year including the gross salary, the amount of the Council or employer contribution to superannuation, the value of any motor vehicle provided by the Council and the total value of any other benefits and allowances provided by Council;
- A register of delegations kept under sections 87, 88 and 98 of the Act, including the date on which the last review under section 98(6) of the Act took place;
- Submissions received in accordance with section 223 of the Act during the previous 12 months;
- Details of overseas or interstate travel (with the exception of interstate travel by land for less than 3 days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the councillors or members of Council staff and the date, destination, purpose and total cost of the overseas or interstate travel;

- Agreements to establish regional libraries under section 196 of the Act;
- Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease;
- Names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted;
- A register of authorised officers appointed under section 7224 of the Act;

NAMES OF COUNCILLORS WHO SUBMITTED RETURNS OF INTEREST DURING THE FINANCIAL YEAR AND THE DATES THE RETURNS WERE SUBMITTED;

- A list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant;
- Agendas and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of The Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act;
- A list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council;
- A list of all special committees established by Council and the purpose for which each committee was established;
- A list of contracts valued at \$100,000 (or such higher amount as is fixed from time to time under section 186(1) of the Act) or more – (i) which the Council entered into during the financial year without first engaging in a competitive process and (ii) which are not contracts referred to in section 186 (5) of the Act.
- A list of all special committees established by Council which were abolished or ceased to function during the financial year;
- Minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act;

Freedom of Information

The *Freedom of Information Act* provides the opportunity for public access to Council documents. The Act establishes a legally enforceable right for the community to access information in document form held by Council. Council received **19** new applications under Freedom of Information for the period 1 July 2008 to 30 June 2009.

Requests for access to information under the *Freedom of Information Act* should be in writing and accompanied by a **\$23.40**. Requests are to be lodged with the Freedom of Information Office, Maribyrnong City Council, corner Napier and Hyde Streets, Footscray, 3011.

Enquiries regarding Freedom of Information can also be made by telephone on 9688 0200.

Contracts

Maribyrnong City Council did not enter into any contracts valued at more than \$100,000 other than through the competitive tendering process.

Local Laws

Local Laws current at the end of the financial year are:

Local Law No 5 Meeting Procedures

Local Law No 6 General Purposes Local Law (this local law took in elements of former Local Law No 1 (Environment Local Law) and Local Law No. 2 (Roads, Municipal Property and Council Land Local Law)

Whistleblowers Protection Act 2001

The *Whistleblowers Protection Act* was introduced in January 2001. In accordance with *the Act*, Council developed procedures to facilitate the making of, and potential investigation of, any disclosure that is made in compliance with *the Act*.

Council has a nominated Protected Disclosure Coordinator, who has responsibility for the receipt and initial assessment of a disclosure made under the *Whistleblowers Protection Act 2001*.

Details about *the Act* and how people may make a disclosure are available from Council's Disclosure Coordinator and on Council's web site.

As required by Section 104 the Whistleblowers Protection Act 2001 it is reported that:

- Council has established procedures under Part 6 of *the Act* to deal with any disclosures made under *the Act*. These procedures are available to the public.
- For the period 1 July 2009 to 30 June 2009 no disclosures were received.
- No disclosures were referred to or from the Ombudsman for determination or investigation. No requests were made under Section 74 of *the Act* to the Ombudsman to investigate disclosed matters referred to Council.
- There were no disclosed matters that Council has declined to investigate during the year.
- There were no recommendations made by the Ombudsman under *the Act* to Council.

13 National Competition Policy Compliance 2008/9

Certification by Chief Executive Officer

Maribyrnong City Council has complied with the requirements of the Local Government Improvement Incentive Program in respect to:

- National Competition Policy (in accordance with National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002)

for the financial year 2008/09 as set out below:

A. Trade Practices Compliance	Compliant
B. Local Laws Compliance	Compliant
C. Competitive Neutrality Compliance	Compliant

I certify that:

- a) this statement has been prepared in accordance with the 2008/09 Local Government Improvement Incentive guidelines issued in June 2007 for reporting on the following criterion:- *National Competition Policy in accordance with National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002)*; and
- b) this statement present fairly the Council's implementation of the National Competition Policy.

Signed:

Date: 10/8/09

14 Annual Indicators 2008-2009

Overall Performance	Community satisfaction rating for overall performance of the Council	6.58
Advocacy	Community satisfaction rating for Council's advocacy and community representation on key local issues	6.47
Engagement	Community satisfaction rating for Council's engagement in decision making on key local issues	6.69
All rates	Average rates and charges per assessment	\$1,615.84
Residential rates	Average residential rates and charges per assessment	\$1,288.02
Operating costs	Average operating expenditure per assessment	\$2,429.17
Capital expenditure	Average capital expenditure per assessment	\$398.47
Infrastructure	Renewal Gap	130.54%
	Renewal and maintenance	190.35%
Debts	Average liabilities per assessment	\$1,105.83
Operating result	Operating result per assessment	(\$205.57)

15 Performance Statement 2008-2009

Key Strategic Activities

Under Section 127(D) of the Local Government Act 1989 the preparation of the annual Municipal Budget contains a list of separately identified Key Strategic Activities Council will undertake in the 2008/09 financial year. This list of Key Strategic Activities includes performance targets and measures, which will be assessed through an independent audit process and reported in Council's 2008/09 Annual Report.

The following lists Council's Key Strategic Activities for 2008/09.

	Key Strategic Activities	Target	Performance Measures	Achieved Yes / No	Achievements
i)	Prepare Yarraville industrial area policy development with Port of Melbourne Corporation.	Policy is developed and reported to council.	Council's adoption of the policy by February '09.	N	Policy review completed and draft planning controls being finalised for Council's consideration.
ii)	Develop Footscray retail Strategy in conjunction with DPCD.	Development of a retail analysis and strategy for Footscray Activity Centre.	Strategy prepared by September '08.	N	Strategy completed and adopted in principle by Council in April 09.
iii)	Develop a Footscray at Night Strategy to enhance the night time qualities of the centre including lighting improvements.	An agreed strategy for improving the perception of Footscray at night.	Draft Strategy prepared by June '09.	Y	Draft Strategy Developed – June 09
iv)	Create an intergovernmental partnership to prepare a Council / State Government investment framework for the city.	A clear Council and State Government investment plan for community infrastructure and programs for the city and a forum for a regular strategic inter governmental decision making.	Engage a Maribyrnong Partnership manager to prepare an investment plan signed off and committed to by Council and state Government.	Y	A funding agreement for Maribyrnong Partnership has been signed off between Council and Department of Planning and Community Development to inform future Investment Plan.

	Key Strategic Activities	Target	Performance Measures	Achieved Yes / No	Achievements
v)	Purchase accessible transport/vehicles and pilot the program amongst older adults and people with disabilities.	On-going take up of the service. Improved efficiency and quality of service.	Ensure older adults and people with disabilities have access to medical and allied health services by June '09.	Y	Accessible vehicle being used regularly for pick up/drop off to appointments for the older population. Completed March '09.
vi)	Prepare a Transport Plan for Northern Maribyrnong in conjunction with the Highpoint Area Structure Plan.	Study scope and brief is agreed upon and transport plan developed.	Study brief is supported by key stakeholders and Transport Plan underway by June '09.	N	The Brief for the study has been completed. Funding from external partners was not available to proceed with tender to undertake study in the 08/09 year.
vii)	Develop a model School Travel Plan and pilot in a local primary school.	Plan developed and operating in a local primary school.	More children riding and walking to school by June '09.	Y	This project runs over 2 financial years for completion at end of 2009 school year. Two primary schools have been selected to participate (Footscray City PS and Christ the King PS, Braybrook). School surveys completed and plans under development – June '09.
viii)	Explore place based citizen engagement structures.	A range of tailored citizen engagement structures across the municipality.	An agreed direction for future citizen engagement structures by June '09.	Y	Models being explored with community based networks and citizen based groups. Internal evaluation of Neighbourhood Renewal model (ends 2010) to inform future place based citizen engagement models. Completed June '09.
ix)	Implement Year 1 Affordable Housing Strategy Actions.	Reduce the level of housing related stress on local residents.	Maintain population diversity by June '09.	Y	Year 1 Actions implemented. Council continues to monitor housing stress within the Municipality through surveys and collaborative work with service providers. Completed June '09.

	Key Strategic Activities	Target	Performance Measures	Achieved Yes / No	Achievements
x)	Develop a new 4 year Council Plan 2009-2013 with extensive stakeholder engagement.	New Council Plan 2009-13 developed and adopted by Council.	Engagement of key stakeholders towards developing new Council Plan by June '09.	Y	The new Council Plan 2009-13 was developed and adopted by Council in June 2009. The Plan was informed by extensive community engagement process.
xi)	Review and redevelop Ageing Well Strategy.	Strategy adopted by Council.	Ageing Well Strategy in line with WHO Aged Friendly project – June '09.	N	Review commenced and a draft will be presented to Council in September 2009.
xii)	Commence Library Service Plan & review the collection development policy for inclusion with the completed Library Services Plan.	Development of a comprehensive Library Services Plan. Reviewed distribution of library resources and selection guidelines.	Increased usage of all services offered in the library, including increase in membership and usage of collections – June '09.	Y	Library Strategic Plan 2009-13 completed in June '09. Through Council Performance Manager system we have reported an increase in use of library membership and collections.
xiii)	Continue the implementation of the Braybrook Park Master Plan.	Completion of first stage of master plan.	Improved assets, function, setting and usage – November '08.	Y	Project completed in November '08 - Plaza, paths, sport courts and tree planting.
xiv)	Commence construction of the new Mclvor Reserve Pavilion.	Commencement of construction program.	Improved assets, function, setting, usage and participation – May '09.	Y	Construction commenced. Due for completion November 2009.
xv)	Collection of health, education and wellbeing indicators for the 'early years', and planning to improve services and facilities for children and families.	In conjunction with primary schools and the community, collect and analyse a new set of Australian Early Development Index (AEDI) indicators.	AEDI data is collected, analysed and disseminated across the community and used to inform planning and actions in the municipality. Creation of a new MEYP – June '09.	Y	Australian Early Development Index (AEDI) strategic response completed in May '09 and noted by Council.
xvi)	Continued strengthening of the provision of services and support for young people.	Commencement of activities from the new youth space in Footscray.	A range of activities commence from the new Footscray youth space – June '09.	Y	The new Youth Facility Phoenix was opened in June '09 and a range of programs continue to be offered to young people.

	Key Strategic Activities	Target	Performance Measures	Achieved Yes / No	Achievements
xvii)	Undertake improvements to ten roundabouts (including landscaping and drought tolerant planting) throughout the municipality.	Improvement to amenity.	Improvements to ten roundabouts completed – June '09.	Y	All ten roundabout landscaping projects have been completed by June '09.
xviii)	Develop a contingency plan in preparation for 'peak oil'.	Contingency Plan completed.	Plan completed and accepted – June '09.	Y	A Draft Peak Oil Contingency Plan has been completed in June '09.
xix)	Further investigate the feasibility of a community owned wind farm in Hyde St Reserve.	Report on feasibility completed.	An agreed Council position on community owned wind farm in the City – March '09.	N	A Pre-feasibility study completed in March 09 but Council position not agreed until July 2009.

Council Approval of the Performance Statement

In our opinion the accompanying performance statement of the Maribyrnong City Council in respect of the 2008/2009 financial year is presented fairly in accordance with the local Government Act 1989.

The statement outlines the performance targets and measures set out in relation to the achievement of the business plan in respect of that year described in Council's corporate plan and describes the extent to which the business plan was met in that year having regard to those targets and measures.

As at the time of signing we are not aware of any circumstances which would render any particulars in the statement to be misleading or inaccurate.

 <hr style="border-top: 1px dashed black;"/> <p>Michael Clarke Councillor 7 September 2009 Footscray</p>	 <hr style="border-top: 1px dashed black;"/> <p>Dina Lynch Councillor 7 September 2009 Footscray</p>
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VAGO

Victorian Auditor-General's Office

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Maribyrnong City Council

The Performance Statement

The accompanying performance statement for the year ended 30 June 2009 of the Maribyrnong City Council which comprises the statement, the related notes and the council approval of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

The Councillors of the Maribyrnong City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the performance statement that is free of material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement 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 entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Matters Relating to the Electronic Presentation of the Audited Performance Statement

This auditor's report relates to the performance statement published in both the annual report and on the website of the Maribyrnong City Council for the year ended 30 June 2009. The Councillors are responsible for the integrity of the website. I have not been engaged to report on the integrity of the website. The auditor's report refers only to the statements named above. An opinion is not provided on any other information which may have been hyperlinked to or from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited performance statement to confirm the information included in the audited performance statement presented on the Council's website.

VAGO

Victorian Auditor-General's Office

Independent Auditor's Report (continued)

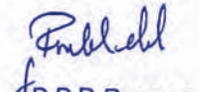
Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the performance statement of the Maribyrnong City Council in respect of the 30 June 2009 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
7 September 2009


D D R Pearson
Auditor-General

16 Audit Committee Annual Report for year ending 30 June 2008

The "Terms of Reference" Clause 2.4 Reporting, of the Maribyrnong City Council Audit Committee Charter, state that the Audit Committee shall:-

"report annually to the Council summarising the activities of the Committee during the previous financial year"

Meetings

The Committee met during the period under review, on the following dates:-

26 August 2008 (Special)
23 September 2008
25 November 2008
24 February 2009
28 April 2009
16 June 2009

Meeting Attendance

Each Committee meeting was conducted with at least a quorum (2 members of a total of 4). The two independent members attended all meetings whilst at least one of the Councillors was present at each meeting.

Members	Eligible to Attend	Attended
Alan Hawkes, Independent Member	6	6
Linda MacRae, Independent Member	6	6
Cr Dina Lynch Member	6	4
Cr Sel Sanli Member	3	3
Cr Michelle MacDonald Member	3	1
Cr John Cumming Member	3	1
Cr Michael Clarke Member	3	2

The Chief Executive Officer, General Manager of Sustainable Development and Finance Manager were regularly in attendance. At least one representative from the Internal Auditors, McLearn Delmo, were also in attendance at each meeting.

The External Auditors – VAGO attended the 26 August 2008 meeting to discuss the 2007/08 Annual Financial Statements.

Other senior officers of the Council were in attendance at Audit Committee meetings, as required when specific matters or reports were under discussion.

Duties and Responsibilities

It is considered that the Duties and Responsibilities, as detailed in Sub-section 2.5 (o) (i) to (xvii) inclusive of the Audit Committee's Terms of Reference were adequately fulfilled during the review period.

Independent Members

In accordance with the Audit Committee Charter 2.2 (d) Membership.

"Appointment of external persons shall be made by Council for a minimum term of three years. The term of the appointment should be arranged to ensure an orderly rotation and continuity of membership despite changes to Council's elected representatives."

The following Internal Audit Reports were presented by the Internal Auditors - McLean Delmo Hall Chadwick (MDHC) - to the Audit Committee for consideration and comment:

- Review of Outstanding and Implemented Recommendations from previous reports
- Review of implementation of Council's Road Management Plan
- Review of Council's Purchasing and Accounts Payable Processes and Procedures
- Review of Council's Contract Management and Tendering Processes and Procedures
- Review of Council's Asset Management Processes and Procedures
- Review of Councillors Expenses and Allowances
- Review of Council's Home Care Processes and Procedures
- Review of Council's Risk Management Framework and Implementation monitoring processes
- Review / Update of Audit Plan for 2009
- Review of Implementation of Council's SAP Financial Accounting System, including the Payroll Module
- Review of Council's Parking Ticket Machine Collection Processes and Procedures
- Review of Council's GST and FBT compliance
- Review of Council's Records Management Processes and Procedures
- Review of Council's Rating System including non-rateable properties

It is pleasing to advise that there were no matters of substance that required reporting direct to Council.

A copy of the agendas and minutes of the Audit Committee were provided to Council on a regular basis.

Other Regular and Special Reports Considered

- Review of Council's Risk Management Framework and Implementation monitoring processes
- McLean Delmo Hall Chadwick Internal Audit Plan for 2008/09
- Quarterly Finance Reports
- Overdue Debtor Reports
- Review of 2007/08 Financial Statements
- Implementation of recommendations re Road Management Strategy
- Timetable for completion of Annual Financial Statements
- Status Report – Contaminated Land within Maribyrnong 6 monthly report
- Business Continuity Plan

Self Assessment

During the year the Audit Committee conducted a self assessment survey. The issues identified in this survey are the subject of ongoing actions and investigation.

General Comment

The Committee worked well together in the 2008/09 financial year, due largely to the very positive attitude of both the Internal Auditors and Senior Council staff and their various expertise in dealing with issues raised.

Alan Hawkes

Independent Audit Committee Member
and Chairman
Maribyrnong City Council

Linda MacRae

Independent Audit Committee Member
Maribyrnong City Council

17 Finance Report

Financial Overview

Council's finances continue to be guided by the Long Term Financial Plan which was first implemented in July 2000. This Plan is reviewed annually as a part of the Council planning process and updated to reflect changing circumstances. The revision of the Long Term Financial Plan forms a part of Council key strategic activities reported in the Performance Statement of the Annual Report. The Performance Statement has been audited by the Auditor General.

Council's investments are currently held with the four major banks or financial institutions with a \$1 million government guarantee.

The Long Term Financial Plan was initially used as a tool to ensure the management of Council's debt. Council's outstanding debt has reduced from \$33.019m in June 2000 to \$16,170m in June 2009.

This report provides an overview of the major results portrayed in Council's Financial Statements for the year ended June 30 2009.

Surplus (deficit) for the period

The surplus (deficit) for the reporting period represents accrual accounting treatments which includes depreciation but excludes expenditure on capital items, loan repayments and transfers to and from reserves. Council budgeted for a \$12,726m surplus in the 2008/09 financial year and has achieved a (\$6,736m) deficit. The main components of the (\$6,736m) result are as follows:

- Contributed assets;
- Transfers to reserves;
- Unspent grants;
- Control of assets transferred to State Government

Capital Expenditure

Council's capital expenditure for the 2008/09 financial year was \$13,057m. A further \$5,982m has been expended on assets but not capitalised. This has been made possible by the improvement in Council's financial position and the introduction of the community infrastructure fund.

Cash Holdings

Council's cash & investments on hand at 30 June was \$33,693m, an increase over the previous financial year of \$2,888m. This is in the main attributable to the increase level of government grants received in the 2008/09 financial year to be expended in the 2009/10 financial year.

Council's provisions for employee benefits amounts to \$10,565m and reserves for Mausoleum Trust of \$509,000,

developer contributions of \$4,947m and Asset Investment Program of \$5,143m.

The level of Council's cash and investments has seen the continuance of the Asset Investment Program and all reserves and provisions being fully funded.

Assets – Property, Plant & Equipment

During the 2008/09 financial year Council resigned from a committee of management which gave control of some infrastructure assets to the State Government (\$16,681m). This decision has been the main cause of a reduction in Council's infrastructure assets of 1.3%.

Outstanding Debtors (Receivables)

Council's debtors have increased by \$1,739m when compared to the previous financial year. This result is primarily caused by Government grants invoiced in the 2008/09 financial year and not yet paid.

Borrowings

Council has not borrowed during the financial year, and repayments have occurred in line with Council's commitments. The outstanding amount at the end of the financial year was \$16,170m.

Working Capital & Liquidity

The Working Capital Ratio or Liquidity position is a ratio of 1.86:1 at June 30 2009, compared to 1.72:1 at June 30 2008. This ratio is used to assess Council's ability to meet its current liabilities, by using its current assets. The ratio indicates \$1.86 of current assets for every \$1.00 of current liabilities. The current position is seen to be adequate.

18 A Plain English Guide to the Financial Report

This Council prepares its financial statements in accordance with the Australian Accounting Standards, using particular terminology and conventions that may not be familiar to some readers. This Guide may assist readers understand the outcomes stated in the financial statements.

What is contained in the Financial Statements?

- The four major disclosures are collectively known as Financial Statements'. These documents provide an overview of the transactions that occurred during the year and a summary of the financial status of Council at the end of the year. The four documents are:
 1. The **Income Statement** for the year ended 30 June 2009;
 2. The **Balance Sheet** as at 30 June 2009;
 3. The **Statement of Changes in Equity** for the year ended 30 June 2009; and
 4. The **Cash Flow Statement** for the year ended 30 June 2009.

- These documents are followed by information referred to as the "Notes", providing explanations of the accounting policies and further details on the values contained in the Financial Statements.

The Financial Statements

Income Statement

The Income Statement shows

- The sources of revenue earned and the operating (or day to-day) expenses incurred during the financial year.
- The expenses incurred in running the Council during the year. These expenses relate only to the operations and do not include the costs associated with the purchase or the building of assets. While asset purchase costs are not included in the expenses there is an item for depreciation.
- This value is the value of the assets used up in the year. This arrangement ensures that the cost of an asset is matched to the period in which it is used rather than just the period in which it was constructed or purchased.
- The key figure to look at is the "Surplus (deficit) for the period".

Balance Sheet

- This statement is a snapshot of the Council's financial situation as at 30 June.
- This statement shows what the Council owns as Assets and what it owes as Liabilities. The bottom line of this Statement is Net Assets. This is the net worth of Council that has been built up over many years. The assets and liabilities are separated into Current and Non-Current categories. Current means those assets or liabilities will fall due in the next 12 months. The items included in the Statement of Financial Position are:

• Current & Non Current Assets

- **Cash and cash equivalents** - Cash held in the bank and as petty cash, and cash invested in bank bills and term deposits.
- **Trade and other Receivables** - Monies owed to Council by ratepayers and others which have been invoiced or bills sent.
- **Other Assets** - Inventory and services which have been prepaid, and monies owed to Council not invoiced as at June 30.
- **Property held for Resale** - Land which Council plans to sell in the next 12 months.
- **Property, Infrastructure, Plant & Equipment** - Land, buildings, roads, vehicles, equipment etc. which have been accumulated by Council over many years.

• Current & Non Current Liabilities

- **Trade and other Payables** - People and businesses to which Council owes money.
- **Trust Funds and Deposits** - Money held by Council on behalf of third parties.
- **Provisions (Employee Benefits)** - The accrued value of Long Service Leave, Annual Leave and Staff Gratuity Allowance payable to employees of Council.
- **Interest Bearing Liabilities** - The outstanding balance Council owes on Bank loans. Current borrowings represent the amount to be repaid in 2009/2010 This category also includes any Bank Overdraft.

• Net Assets

This term describes the difference between the value of Total Assets and Total Liabilities. It represents the net worth of the Council as at 30 June.

• Equity

The term used to describe the components of Net Assets. These components are:

Accumulated Surplus - The value of all net assets, other than those directly below, which have been accumulated over time.

Asset Revaluation Reserve - The difference between the previously recorded value of assets and their current valuations.

Other Reserves - Funds that have restrictions placed on their use and are not readily available for use by Council.

Statement of Changes in Equity

During the course of the year the values which make up Equity can change. This Statement shows the values of such changes and how these changes arose.

The main reasons for a change in equity stem from:

- the 'surplus or deficit' from operations, described in the Statement as Surplus or (Deficit) for the year; the use of monies from Council's reserves; revaluation of the assets; this takes place on a regular basis. It also occurs when existing assets are taken up in the books for the first time.

Statement of Cash Flows

- The Statement of Cash Flows summarises cash payments and cash receipts for the year. The values in this Statement may differ from those shown in the Income statement because the Income Statement is prepared on an accrual accounting basis. Council's cash arises from, and is used in, three main areas:

• **Cash Flows from Operating Activities:**

Receipts - All cash receipts arising from the general operations of Council. It includes rates, general trading sales and debtors, grants and interest earnings. Receipts do not include cash from the sale of assets.

Payments - All cash paid by Council from its bank account to staff, creditors and other persons. It does not include the costs associated with the creation of assets.

• **Cash Flows from Investing Activities:**

The accounting term Investing Activities relates to the construction, purchase and sale of assets such as land, buildings, plant and other long-term revenue producing assets.

• **Cash Flows from Financing Activities:**

This is where the receipt and repayment of borrowed funds are recorded.

The bottom line of the Statement of Cash Flows is the Cash at the End of Financial Year. This shows the cash position of Council to meet its debts and other liabilities.

Notes to the Accounts

The Notes are a very important and informative section of the report. The Australian Accounting Standards are not prescriptive in a lot of issues. Therefore, to enable the reader to understand the basis on which the values shown in the Statements are established it is necessary to provide details of Council's accounting policies. These are described in Note 1.

Apart from the accounting policies, the Notes also give details behind many of the summary figures contained in the Statements. The Note numbers are shown beside the relevant items in the Income Statement, Balance Sheet and the Statement of Cash Flows.

Where Council wishes to disclose other information which cannot be incorporated into the Statements then this information is shown in the following Notes. Other Notes include:

- the cost of the various functions of Council;
- the break down of expenses, revenues, reserves and other assets;
- contingent assets and liabilities;
- transactions with persons related to Council; and
- financial performance indicators.

The Notes should be read at the same time as, and together with, the other parts of the Financial Statements to get a clear picture of the accounts.

Standard Statements

The Standard Statements section provides three of the four statements mentioned above (Income Statement, Balance Sheet and Statement of Cash Flows) together with a further statement (Statement of Capital Works).

The Statement of Capital Works sets out the expenditure on creating or buying Property, Infrastructure, Plant & Equipment assets by each category of asset. It also shows how much has been spent on renewing, upgrading, expanding or creating new assets of this type.

These Standard Statements provide a comparison between the actual results for the year and the budget that was set at the start of the year. All major differences are explained in accompanying notes.

Statements by Principal Accounting Officer and Councillors

The certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in her/his opinion, the Financial Statements have met all the statutory and professional reporting requirements.

The certification of Councillors is made by two Councillors on behalf of Council that, in their opinion, the Financial Statements are fair and not misleading.

Auditor General's Report

The independent Audit Report provides the reader with an external and independent opinion of the Financial Statements. It confirms that the Finance Report has been prepared in accordance with relevant legislation and professional standards and that it represents a fair picture of the financial affairs of the Council.