



Maribyrnong  
CITY COUNCIL

ANNUAL REPORT  
2020/21









# Reconnecting

Maribyrnong City Council, its staff and residents showed great resilience in the face of lockdowns during 2020 and 2021. Throughout this time, Council continued to deliver services, adapt programs, trial new initiatives and provide funding to support its community. Staying connected during the pandemic was a significant challenge. Council was forced to move away from face-to-face interactions relying heavily on on-line engagement with its community across a range of service delivery areas. Finding ways to reconnect with residents, community groups, businesses and organisations during this roller-coaster period of tightening and easing of restrictions became a key focus during the year.

More than 40 temporary outdoor dining 'parklets' were installed by Council with State Government grants to increase the venue's footprint to accommodate patrons in accordance with COVIDSafe plans during social distancing. Feedback from traders and more than a thousand outdoor dining patrons supported an extension of the trial as a way to help the community connect during the ongoing impacts of the pandemic. The program provided a much-needed economic boost, with 80 per cent of the 36 host traders (of 47) who provided feedback reporting an increase in trade since the installation of the parklets.

Residents and visitors continued to enjoy events and activities at our facilities while observing social distancing, contact tracing and other safety measures. Council's 'Spring into Summer' Series offered a five week program of 'come and try' sessions, which showcased a range of sport, recreation and wellbeing opportunities attracting 1,650 registrations. The award winning Get Active! Expo program was also delivered online attracting 1,250 participants.

The City's libraries and community centres reopened, with the librarian-led Baby Rhyme Time offered online and in-person. A favourite amongst youngsters, many parents wrote to share how children looked forward to participating in this program.

A range of COVIDSafe events were held, such as the popular Footscray Night Markets at the Footscray train station forecourt where lion dancing, live music and food vans drew residents and visitors to the City over a four week period every Friday. Midsumma Westside showcased the creativity of our LGBTQIA+ community featuring a series of online and in-person performances across the municipality – the last night of the series ended at a Footscray venue with an onstage declaration of love and a marriage proposal.

Council launched a new business portal and campaign, Love Your Local, which introduced our small business community to a wider audience. The portal included an interactive map highlighting all businesses operating in a neighbourhood to help residents to find new places to shop, which was handy during snap lockdowns when a 5km travel limit was enforced. The City continues to adapt, celebrate and connect in creative ways.

## How to read this report

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

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

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

- goals and outcomes from Council's Priority Action Plan 2020/21
- progress statements on major initiatives from the 2020/21 Annual Budget
- indicators for the Municipal Public Health and Wellbeing Plan achievements against its 13 identified priorities
- information on Council services, and community satisfaction with those services
- service quality indicators from the Local Government Performance Reporting Framework (LGPRF)
- major activities planned for 2020/21

Note: Council reports on 58 indicators and measures, and a governance and management checklist (page 99) providing transparency on operational and administrative issues in the governance space. LGPRF indicators are identified (shaded) in performance tables throughout the report, with comments provided on the results.

Maribyrnong City Council's Annual Report 2020/21 details performance against the Council Plan 2017-21 and the 2020/21 Annual Budget for the period 1 July 2020 to 30 June 2021. It provides an honest assessment of the challenges Council faced in a rapidly growing municipality and celebrates its achievements in delivering high-quality community services and infrastructure. This reporting provides the Maribyrnong community and other important stakeholders with the assurance Council spends ratepayer funds responsibly and makes good decisions for the benefit of residents, business owners and visitors. This Annual Report fulfils Council's responsibilities under the *Local Government Act 2020* and other relevant legislation and complies with the Local Government Performance Reporting Framework.

Council is proud to represent a municipality filled with important and significant Aboriginal history. It acknowledges the Traditional Custodians of this land, the Wurundjeri Woi Wurrung and Boon Wurrung peoples of the Kulin nation, and acknowledges the rich culture and considerable contributions Aboriginal and Torres Strait Islander peoples have made and continue to make to this City.

This year's

# Highlights



2,516

SQUARE METRES OF NEW  
FOOTPATHS INSTALLED



761

PLANNING APPLICATIONS RECEIVED



^1,500

TREES PLANTED

*Braybrook's much-loved Aeroplane Park is a favourite destination with its flight themed play equipment suitable for all ages. Located next to the Braybrook Community Hub, with its library and community centre in busy Churchill Avenue, parents are able to spend the morning visiting the library's children sessions, buying a coffee across the street and then relaxing in the park with their children.*

Photo by Nico Photography





# ^125K

PARTICIPANTS AT FESTIVALS AND EVENTS

## 109,882

VISITS TO  
COMMUNITY CENTRES



## 7,885

SQUARE METRES OF  
SEALED LOCAL ROADS  
RECONSTRUCTED



## 66,905

VISITORS TO LIBRARIES



## 3,573

SQUARE METRES OF FOOTPATHS RENEWED



## 8,416

PARTICIPANTS IN COMMUNITY  
CENTRE AND LIBRARY PROGRAMS



# The year in review

## A message from the Mayor and CEO

The 2020/21 year was a time for 'reconnecting' – Council worked closely with our community, local organisations and businesses to provide support and address local needs in response to the ongoing effects of the pandemic, while continuing our strong focus on future planning and sustainability.

A new Council was sworn in on 10 November 2020, bringing together a strong team of individuals with diverse interests and extensive skills and experiences to represent the community and lead the City over the next four years. This was followed by strategic planning for the future, with the Council Plan 2021-25 developed in partnership with the community through a process of deliberative and broad engagement, enabling the ideas of our residents to shape the plan and future direction.

The Annual Budget for 2020/21 was \$149.7 million, with a strong capital program valued at \$52.241 million, to support the delivery of over 60 services to our community, upgrades to our local parks, playgrounds, roads, paths, recreation and community facilities plus major projects for the future.

While Council had the opportunity to take up a two per cent increase to rate revenue (in line with the rate cap set by Government), given the impact of the pandemic on our community, it chose to implement a zero per cent increase to total rate revenue raised.

Community and business relief packages were expanded to provide an additional \$2.5 million in support. This followed \$6.5 million provided since April 2020 and, along with a zero per cent rate rise, totalled \$11 million in COVID support.

The Community Relief Package included much needed funding and material support for vulnerable families and young people; and referrals to key services, including housing, family violence, mental health, education and employment pathways.

The Business Relief Package included a marketing campaign to encourage residents to support local businesses, digital initiatives, transformation of parking areas to outdoor dining, support for Trader Association

fees, provision of personal and protective equipment and discounted rates.

Ongoing support was also provided through rates deferrals and waiving of fees for kinder enrolment, pet registration, community and sporting club leases. A new Community Arts Grants Program was provided for projects run by arts organisations within the City, totalling \$300,000.

Throughout the year we adapted our services to enhance access and provide digital options for activities such as reading, exercise, citizenship ceremonies, online customer service, council meetings and community engagement.

## Highlights

Council celebrated many achievements during the year – here are a few examples:

- The first Climate Emergency Strategy was endorsed in September 2020. Developed with the Climate Emergency Community Advisory Group, it helped identify goals to address climate emergency and help protect our planet for future generations.
- More outdoor dining opportunities were created for residents to enjoy the City's restaurants and cafés in a COVIDSafe environment – introducing the innovative parklet program, which involved re-purposing parking bays to accommodate outdoor dining and seating to increase trader footprints to compensate for social distancing.
- The Love Your Local Campaign was launched featuring an online platform, business directory and mapping tool to locate traders in close proximity. Over 80 business owners from across the municipality featured in profile stories across social media. From launch in November 2020 to 30 June 2021, the platform attracted over 18,000 unique visitors.
- A new nature-based play space was created at Pipemakers Park for children of all ages and abilities, featuring natural materials inspired by the surrounding parkland and the Wurundjeri theme



of 'Layers of Country', funded by a \$1million State Government grant.

- A 30m floating pontoon for recreational fishing, boating and picnics on the edge of the Maribyrnong River at Footscray Park was completed in 2020, funded by a \$400,000 State Government grant in partnership with Melbourne Water, and by Council – \$300,000.
- A new Community Engagement Policy was endorsed in February 2021 applying a set of principles and commitments to engagement delivery that has seen participation rates continue to grow during the year. There was a 23.6 per cent increase in visits to Council's online consultation platform, Your City Your Voice (43,000 visits). 180 community members joined the Maribyrnong Matters Community Panel to share their views on a variety of projects.
- Council continues to build partnerships and advocate to government to support the delivery of key projects such as the Footscray Library, Community and Cultural Hub – NeXT, New Footscray Hospital, Defence Site Maribyrnong, RecWest facility and Town Hall Renewal.

## Advocacy and engagement

Over the year Council secured more than \$19,964,817 in grants for various community projects and capital works and continued to build partnerships. Additional revenue received included close to \$750,000 from the Department Jobs, Precincts and Regions for local council outdoor eating and entertainment, \$155,000 from the Department of Health and Human Services for community activation and social isolation, \$65,000 from the Department of Jobs, Precincts and Regions for a COVID-19 relief program, and \$1.3 million from the Department of Infrastructure and Transport for the COVID-19 Local Roads and Community Infrastructure Program. Council also received the remaining \$2 million of the West Gate Tunnel Project's \$6 million commitment to the Footscray Wharf and Promenade renewal.

Council is also committed to engaging effectively with our communities on decisions that affect them. We continue to improve our engagement with our community through the application of the principles and commitments embedded in the new Community Engagement Policy. There were 37 consultation

opportunities provided via Council's community engagement platform Your City Your Voice.

Overall, this year we have delivered on 86 per cent of Council Action Plan commitments. These projects continue to enhance our local community by fostering wellbeing and liveability, environmental sustainability and leadership, strengthening our local economy and ensuring safety. Council continues to actively engage with our community and gather feedback to deliver high quality services, programs and facilities, now and into the future.



**Cr Michael Clarke**  
Mayor



**Celia Haddock**  
Acting Chief Executive Officer\*

\* Celia Haddock has been Acting as CEO since Stephen Wall resigned effective 28 July 2021 to take up the CEO role with Wyndham City Council.



A number of significant achievements were made during the year, including the following:

## Key achievements

### Climate Emergency Strategy

Council endorsed its first Climate Emergency Strategy in September 2020. The Strategy was developed with the Climate Emergency Community Advisory Group to identify strong, overarching goals to address the climate emergency, eliminate greenhouse gas emissions and drawdown existing emissions from the atmosphere. This was an important first step in working together with our community to help protect and preserve our planet, to prevent climate impacts and to restore a safe climate for future generations.

### Smart City

Council in partnership with Victoria University completed the roll out of new smart technologies in Footscray as part of the 'Footscray Smart City for Social Cohesion Project' in 2020. The new technologies, funded by a \$400,000 Federal Government grant and boosted by funding from Council and Victoria University, included the installation of digital kiosks, expanded free public WiFi, energy efficient lighting and air monitoring sensors, a Footscray Park Web App listing flora and fauna, and pedestrian, cyclist, and vehicle counting technology to reduce congestion and improve transport.

### Outdoor Dining

Council created a number of outdoor dining opportunities for residents to safely enjoy the city's restaurant and café scene in a COVIDSafe environment. Council worked with businesses to increase their footprint outside, enabling a greater number of patrons to dine at a safe 1.5 metre distance from each other. This included the introduction of the innovative parklet program involving re-purposed parking bays and other areas to accommodate outdoor dining and seating.

### Nature Playspace

Pipemakers Park has a new nature-based play space designed for children of all ages and abilities, featuring natural materials and elements inspired by the surrounding parkland and the Wurundjeri theme of 'Layers of Country'. Additional park furniture including seating and picnic settings have been included. The

improvements were funded by a \$1 million grant from the State Government.

### Pontoon

The Maribyrnong River now has more facilities for recreational boaters following the development of a 30m floating pontoon on the river's edge at Footscray Park completed in 2020. It encourages recreational fishing and boating. The project included two new sheltered picnic and barbecue spaces and improved path connections to the Maribyrnong River Trail. The project was part-funded by a \$400,000 State Government grant and was delivered in partnership with Melbourne Water and Council, who contributed \$300,000 plus installation.

### Road Safety

In February 2021, Council endorsed the new Road Safety Strategy and Action Plan 2021–2030, which outlines our approach to improving and managing road safety, with a vision to work towards zero fatalities and a decrease in all crash injuries within the City of Maribyrnong by 2030. Council manages over 290km of Council-owned roads throughout the municipality and continues to make improvements and upgrades to ensure they are safe and functional for all road users – drivers, pedestrians and cyclists.

### Community Engagement

Council developed a new Community Engagement Policy 2021, which outlines key principles to guide open, transparent, meaningful and accountable engagement. The Policy includes processes to support best practice community engagement. Council has also re-activated its Community Panel 'Maribyrnong Matters' to provide a forum for community minded people from all ages and backgrounds to share their views to help inform Council decision-making.

### Maribot

A new tool was introduced to help our community connect with us online. Maribot helps residents quickly access answers to common enquiries such as animal matters and waste collection. Hosted on Council's website, Maribot is supported by Customer Service Officers who Live Chat during business hours. Council responds to over 60,000 emails and nearly 150,000 phone enquiries a year via its Customer Service team and Maribot provides another way to talk with us.

## Key challenges

### Continuing to welcome new citizens

Welcoming new citizens at citizenship ceremonies at the Footscray Town Hall is a highlight the City's strong multicultural community enjoys. With the impact of the pandemic, Council needed to deliver online citizenship ceremonies in the place of in-person ceremonies over the course of the year when pandemic restrictions were in place. Despite the challenges, 103 ceremonies were held and 261 new citizens welcomed. About 40 per cent of residents who live in the City of Maribyrnong were born outside Australia. The top two countries of origin for new citizens in 2020/21 include India and Vietnam.

## Outlook

### Revitalisation of Footscray Wharf

Construction on the Footscray Wharf and Promenade Project continues and is on track for completion in 2023. The Wharf and Promenade will support a major revitalisation of the Footscray waterfront, better connecting the community to the river and activating this important public space. The project will include a 230m long timber boardwalk (continuation of the Henderson House Landing) with lower landings and a pontoon for small vessels and recreational boats. A wide promenade and shared path will run along the river bank, along with extensive planting, seating, and lighting, and sheltered picnic and barbecue spaces. The \$12 million project has received \$6 million in funding from the State Government.

### Skinner Reserve

Council is delivering a \$3 million project to redevelop Skinner Reserve in Braybrook, with the support of the Western Bulldogs. The Club, which will pay 50 per cent of the upgrade costs, will use the reserve as a secondary training base for 12 hours per week and also as a base from which to run its community programs. The upgrade will result in improvements to playing surfaces, an oval comparable to the MCG playing fields, a two-lane running track, new fencing and competition lighting, improved spectator amenities and surrounds. Works are expected to be completed in mid-2022.

### Footscray Town Hall Redevelopment

Renamed the Civic and Community Precinct project, the upgrade of the Footscray Town Hall is ready to enter

the detailed design phase. Originally built in 1936 as the Municipal Offices, Court House and Post Office, the Footscray Town Hall was extended over several stages, with the last construction works completed in June 1984. Over time, despite some upgrade works, changing legislation and building code standards have rendered the heritage structure no longer able to be used as a civic administration facility. It will instead be upgraded to provide new and renovated spaces for the community, along with a new public park outside the building. Early concepts will be shared with the community in late 2021 as part of seeking community feedback on the project. Council will be seeking a \$10 million loan through the State Government's Community Infrastructure and Loans Scheme to reduce the impost on ratepayers by achieving savings through the low-interest loan, providing a better outcome for the community.

## Community engagement

Council seeks community feedback and direction on major plans and projects through a range of methods to support all those who wish to be involved in Council decision-making to be able to participate, recognising in this way Council is able to make better informed decisions that better meet the needs of its community. Additionally, Council has various stakeholder relationships with state and federal governments and authorities, in areas of local and regional significance.

### Engagement

Council offers numerous ways for the community to engage on a variety of projects, plans and strategies. These include community advisory committees, deliberative engagement opportunities, workshops, listening posts, and the Community Panel. There is also opportunity to provide feedback via Council's online engagement platform, Your City Your Voice. In this financial year, over 43,000 residents visited the portal with approximately 4,400 people actively involved in engagement activities. There were 37 consultation opportunities provided via the platform.

From March 2021, following the introduction of COVID-19 restrictions, Council relied more heavily on the online platform hosting in-person engagements as and when restrictions allowed. These included drop-in sessions, pop ups, and workshops. A number of long-ranging consultations affected by snap lockdowns included the development of the Council Plan 2021-2025.



The 'blank sheet phase' ran from 8 December 2020 to 22 January 2021 and included a hard copy postcard with questions sent to 38,000 properties in Maribyrnong, plus an online postcard and ideas wall on Your City Your Voice. The community was asked just one question during this phase: "What are the six priority areas you think Council should focus on over the next four years?" During the 'reflective phase' between 22 January through 22 February 2021, Council sought information on actions that would support the community priorities and how success might be measured at the end of the four-year plan period. Council invited stakeholders and community members to join online workshops over three sessions in February 2021. In phase three, the 'have we got it right phase' Council invited stakeholders and the community to give final comments on the Draft Council Plan via Your City Your Voice and more than 50 people participated in this phase. More than 1,000 members of the community provided in excess of 7,500 comments by way of postcard surveys, with 670 ideas, likes and comments also pinned to the virtual wall on Your City Your Voice from 109 respondents.

## Communication

Communication plans and collateral were developed to share information on Council activities and engagement on major projects to ensure information was accurate, transparent and accessible by all relevant members of the community. Some of these projects included the following which required a strategic roll out of communications across various platforms such as: reply paid postcards to residents, social media promotion, newspaper advertising, online advertising and the utilisation of community partnerships to reach specific interest groups in addition to hosting public meetings both online and in-person:

- Consultation on the Council Plan 2021-2025
- Promotion of Outdoor Dining changes and opportunities to support local traders
- Consultation on the Draft Climate Emergency Strategy
- Promotion of the Love Your Local marketing campaign

## Partnerships and collaboration

This year Council has continued to deliver projects with the financial support of the State Government, collaborated on waterway projects with Melbourne Water and other local municipal councils, supported the roll out of the West Gate Tunnel Project grants program, and continued to advocate regarding the redevelopment of Defence Site Maribyrnong with the Victorian Planning Authority, Department of Housing and Transport for Victoria. Council delivered activities with Victoria University and other local schools and reinforced partnerships with trader associations and sporting clubs. Council participated in advocacy partnerships, such as the North and West Melbourne City Deal Plan to support the delivery of key regional projects.

## Major changes

A realignment of Council services was proposed in April 2021, following the resignation of the Planning Services Director in November 2020. This adjusted the service delivery structure from four directorates to three and aimed to improve alignment of services and functions to better support service delivery. The Infrastructure Directorate gained the newly named Recreation and Open Space Department; the Corporate Services Directorate gained Strategic Planning; the Community Services department gained the City Futures Department. Advocacy moved to the Community Services Directorate and reporting lines were altered within this directorate to accommodate changes to the Community Centres unit and the Health and Wellbeing unit. Changes were adopted in May 2021.

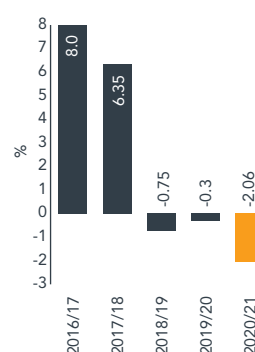
Staff changes at executive management level included the notice of resignation of the CEO Stephen Wall in May 2021, and his departure in July. The Infrastructure Services Director Steve Hamilton resigned at the close of the financial year in 2021 and Planning Services Director Nigel Higgins resigned in 2020.

## Financial summary

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

Council's operating position for 2020/21 was a \$27.56 million surplus, with an adjusted underlying deficit of \$2.74 million. A better measure of Council's operating surplus is the adjusted underlying result which, due to the impacts of COVID-19 (after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions) is -2.06 per cent when comparing the adjusted underlying deficit divided by adjusted underlying revenue.

Figure 1: Adjusted underlying result ratio



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

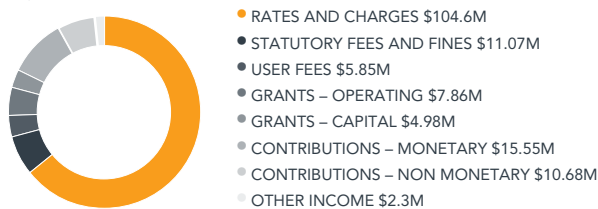
Table 1: Underlying result

	2018/19 \$000	2019/20 \$000	2020/21 \$000
<b>Reconciliation of underlying surplus to comprehensive result</b>			
Total comprehensive result	(167,205)	97,170	49,954
Net asset revaluation increment/(decrement)	(179,956)	86,351	22,393
Surplus/(deficit) for the year	12,751	10,819	27,561
<b>One-off/non-recurrent adjustments</b>			
Contributions – non monetary	(5,485)	(74)	(10,684)
Contribution – monetary	(5,227)	(5,850)	(15,550)
Total non-recurrent capital grants	(3,078)	(5,308)	(4,063)
<b>Underlying surplus or (deficit)</b>	<b>(1,039)</b>	<b>(413)</b>	<b>(2,736)</b>

## Income

Council's total revenue for 2020/21 was \$162.89 million. This is lower than expected due to a decrease in user fees as a result of COVID-19. Rates and charges continue to be the main source of income to Council.

Figure 2: Source of income



Other income includes interest received

## Expenses

Council's total expenditure in 2020/21 was \$135.33 million. The highest expenditure categories were materials and services which includes contractors and employee costs.

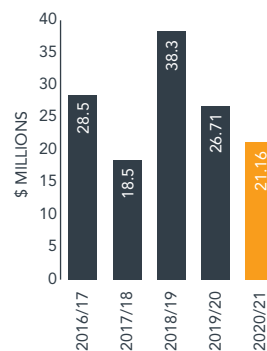
Figure 3: Categories of expenditure



## Capital and improvement works

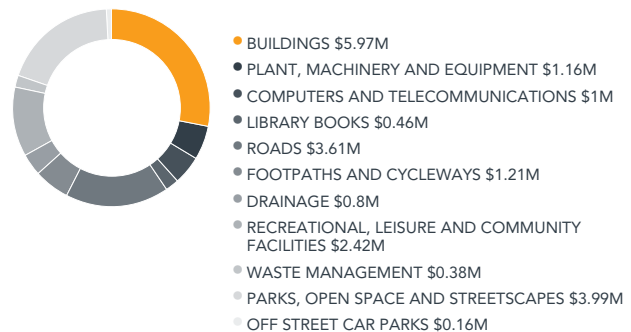
Council spent \$21.16 million on capital works and \$15.05 million on improvement works – a total of \$36.21 million in 2020/21. This was less than planned due to external impacts resulting in projects being carried forward to the new financial year.

Figure 4: Capital works expenditure



Council delivery of the capital works and asset improvements was impacted due to COVID-19 resulting in a reduction of expenditure in 2020/21.

Figure 5: Capital works expenditure



Significant major works are detailed below.

### Property

Property projects of \$5.97 million include but is not limited to the following;

- Footscray Integrated Learning Centre (FIELC) – Hyde Street Children's Centre.
- Henderson House Heritage Renewal.
- Maribyrnong Aquatic Centre – change room refurbishment.
- RecWest Braybrook – building improvements.
- Henry Turner North Pavilion – design of female friendly facilities.
- Other building works includes the Civic and Community Precinct Project, Henry Turner South Pavilion Detail Design, Upgrade of Church Street Maternal and Child Health facility, and Angliss Centre Childcare Centre Renewal.



## Plant and Equipment

Plant and equipment projects of \$2.62 million includes but is not limited to the following;

- Fleet renewal \$1.15 million.
- Single view of customer \$822k.
- Library book and IT equipment renewal.

## Infrastructure

Infrastructure projects of \$12.57 million includes but is not limited to the following;

- Roads projects including Jerrold Street in Footscray; Dudley Street: Leigh – Essex in Footscray; Austin (West) Crescent in Yarraville; Loch Street – Somerville Road to end in Yarraville; and May Street – Ballarat Road to end in Footscray.
- Footpaths and cycle ways renewal program including Quarry Park Mountain Bike track, Cranwell Reserve shared path and Geelong road bicycle route and footpath near Pennell Reserve.
- Drainage renewal program \$788k.
- Recreational, leisure and community facilities including Hansen Reserve Playground and Bike Track construction, Mclvor Reserve: Hanks Batting Cage Upgrade, Mclvor Reserve Hockey Pitch upgrade, and Pipemakers Park playground upgrade.
- Parks and Open Space Renewal Program including Footscray Wharf and Promenade project, new floating pontoon at eastern end of Footscray Park, Footscray Park, Quarry Park, and Alex Beaton Reserve irrigation system renewal

## Asset expenditure

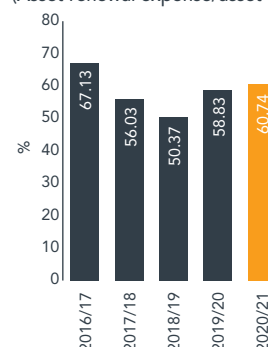
In 2020/21, Council spent \$21.16 million on buildings, infrastructure, plant and equipment – assets that are currently valued at \$1.21 billion. Council's total assets, including non-current assets plus cash and debtors are valued at \$1.35 billion. A revaluation of Council's assets increased their value by \$22.39 million in the past year.

## Asset renewal

Council spent \$10.83 million on renewing Council assets, such as buildings, roads and drainage. Council's asset renewal ratio, which is measured by comparing asset renewal with the depreciation of assets value of \$17.83 million, was 60.74 per cent. This was due to some major projects being re-scoped, delayed and carried forward into next year. On a program level, when accounting for actual expenditure, against unforeseen external impacts (circa \$14.50 million delay impacts) and capital savings, the comparative capital program delivery rate, within our control, is determined as 83.63 per cent.

**Figure 6: Asset renewal ratio**

(Asset renewal expense/asset depreciation) x 100



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

**Figure 7: Renewal expenditure by asset class**

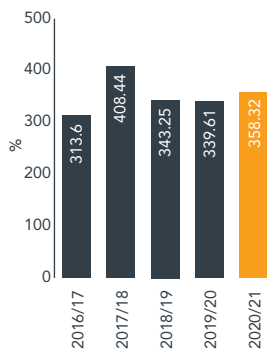


## Liquidity

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

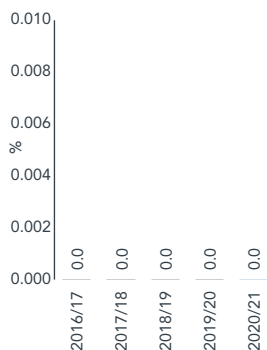
**Figure 8: Working capital**

(Current assets/current liabilities) x 100



**Figure 9: Loans and borrowing ratio**

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

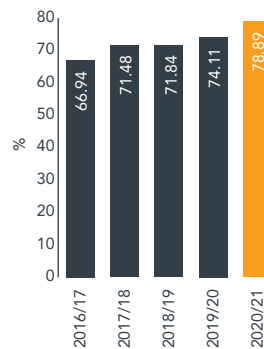


## Stability and efficiency

Council raises revenue from a wide range of sources, including rates, fees and charges, grants and contributions. Rates continued to be the major source of income, comprising 78.89 per cent of adjusted underlying revenue in 2020/21.

**Figure 10: Rates concentration ratio**

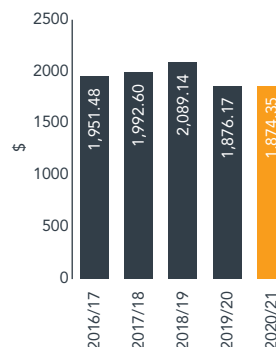
(Rate revenue/adjusted underlying revenue) x 100



Council moved from a Net Annual Value (NAV) rating system to a Capital Improved Value (CIV) rating system in 2019/20. The average residential rate per assessment was \$1,874.35 for the 2020/21 financial year.

**Figure 11: Revenue level**

(Residential rate revenue/number of residential property assessments)



## Contracts

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

## National Competition Policy

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

## Strategic Resource Plan

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

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

## Looking ahead

Council's long-term financial strategy continues to be delivered and adapted to meet the financial needs of the organisation. The strategy addresses the challenges of cost shifting from other levels of government, managing asset renewal and rate capping. It is encompassed in Council's Financial Plan, a 10-year look ahead scheduled for review by October 2021. Council has operated debt free since 2016, however to support the development of the Civic and Community Precinct project, Council will seek a \$10 million loan through the State Government's Community Infrastructure and Loans Scheme. This will see the historic Footscray Town Hall renovated and a new community park established and returned to the community for its use. The loan would reduce the impost on ratepayers by achieving savings through the low-interest loan, providing a better outcome for the community.



*Every Friday for four weeks from April to May, the Footscray Station forecourt was transformed at twilight into a bustling night market, offering hawker-style food, stalls, eclectic entertainment and music, attracting both residents and visitors to the City's COVIDSafe event.*

Photo by Ceballos Photography







# City snapshot

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

- 93,500 estimated residential population in 2019<sup>1</sup>
- average 34 years of age
- 37,836 private dwellings
- 151 open space reserves
- suburbs include Braybrook, Footscray, Kingsville, Maidstone, Maribyrnong, Seddon, Tottenham, West Footscray, Yarraville

Aboriginal peoples from the Traditional Custodians, the Wurundjeri Woi Wurrung and Boon Wurrung peoples of the Kulin nation, have been living in the Maribyrnong River Valley for at least 40,000 years. The City of Maribyrnong was formed in 1994 from the merger of the City of Footscray and parts of the City of Sunshine. The municipality is undergoing rapid growth and change, becoming a sought after residential area and a destination for foodies. With our growing population comes a need for increased infrastructure and services.

## A city rich in diversity

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

## A creative city

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

## An active city

From organised sport to informal activities in Council's parks, tennis courts, basketball courts, skate parks and shared paths, Maribyrnong provides many opportunities for an active and healthy lifestyle. The Maribyrnong Aquatic Centre, the Active Maribyrnong program and the YMCA (through RecWest Footscray and RecWest Braybrook), all offer a range of popular leisure activities. While Council facilities responded when necessary to pandemic restrictions by closing, Council continued to encourage participation of physical activities amongst children, adults and seniors of all abilities and fitness levels including translating some of these opportunities into on-line activities. Council also supported sporting clubs by waiving rental payments at Council properties and reimbursing expenses relating to utilities.



## A city for curious minds

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

## A city with a bright future

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

The population of the City overall is expected to grow by 68 per cent by 2041 with Footscray alone forecast to experience an increase of 153 per cent during that

time. With any such change comes challenges, and Council is working to ensure both affordable housing and adequate open spaces are available, as well as effective transport options and other infrastructure essential to a healthy and vibrant community.

### How Maribyrnong is changing – 2017 to 2041

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

Table 2: Population forecasts for City of Maribyrnong <sup>1</sup>

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

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

Figure 12A: Municipal map and ward boundaries

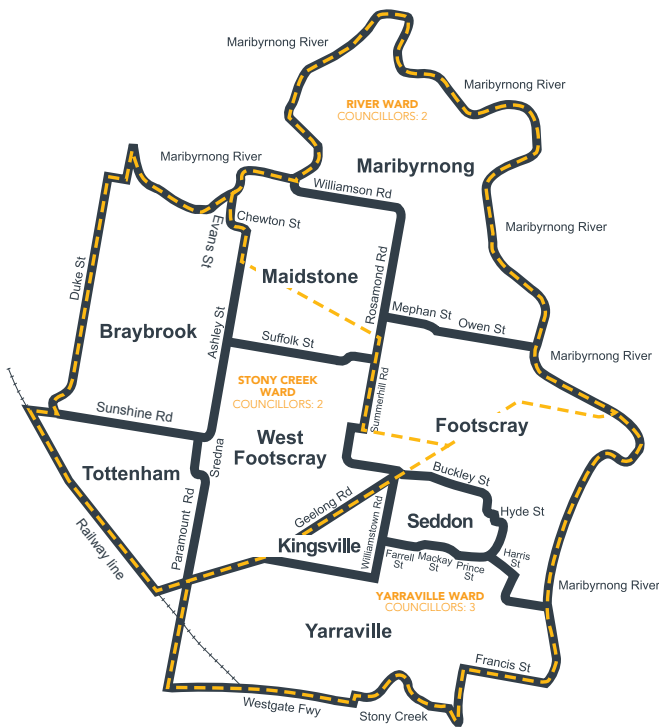


Figure 12B: Municipal map as it relates to bordering municipalities including the City of Melbourne



# About Council

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

## Our vision

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

## Our values

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

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

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

## Our functions

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

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

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

## Our guiding principles

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

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

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

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

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

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

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

## Councillors and wards

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

### Yarraville Ward

#### Cr Michael Clarke (Mayor from November 2020)

Cr Clarke returned to the City of Maribyrnong after serving as a former Mayor and Councillor from 2006 to 2016 to become the first Mayor to serve a third term in our history. He is Secretary of Friends of Cruickshank Park and for over 20 years organised the Kingsville Christmas Carols event. Cr Clarke seeks to strengthen planning requirements, increase bicycle facilities and expand community facilities. He has committed to review opportunities to generate an income for the city to reduce the burden of household rates.

#### Cr Simon Crawford

Cr Crawford returned to the City of Maribyrnong for his second term and seeks to continue to make the area a safe, friendly and healthy place to live. He aims to improve Council's responsiveness and seek more ethical investment and procurement. Cr Crawford believes it is important to keep the environment and community wellbeing top of mind. He is interested in addressing the climate emergency, increasing cycling infrastructure, restoring Stony Creek, getting trucks off local streets, providing more open space and ensuring Council governance is responsive, transparent and accountable.

#### Cr Jorge Jorquera

Cr Jorquera is a first time Councillor for the City of Maribyrnong. He calls both Santiago Chile and Footscray home, and has raised two boys with his partner here in the West. He is a socialist, unionist, anti-racist and advocate for migrant communities, working class families and young people. An educator and former School Council President at Footscray Primary, Cr Jorquera is passionate about reinvigorating the spirit of community solidarity that runs deep in the West.





## River Ward

### Cr Sarah Carter (Mayor from November 2019 to October 2020)

Cr Carter returns to Council for her fourth term, having first been elected in 2008. She has served twice as Mayor, most recently in 2020 and in 2011. Cr Carter has been a passionate advocate for the NeXT project and Festival City, initiatives that foster a thriving community. Cr Carter has represented Council and the community on many committees and advisory groups during her terms in office. She is passionate about planning, education, gender equity, social justice, and opportunities for young people. She has been Council's Gender Equity Ambassador since 2011.

### Cr Anthony Tran

A local resident, Cr Tran is serving his first term on Council having grown up in the area. The son of Vietnamese refugees, Cr Tran credits his parents for instilling in him the importance of community. He hopes to improve local infrastructure, promote community safety and seeks to make mental health support accessible to all.

## Stony Creek Ward

### Cr Bernadette Thomas

Cr Thomas is an active volunteer for several groups dedicated to improving the local environment and the lives of people living in Maribyrnong. She is a long-time advocate for gender equity, social and environmental justice, and has committed to action on the climate and ecological crisis. Cr Thomas is dedicated to bringing greater transparency into decision making and creating meaningful opportunities to involve the community in decision-making. Cr Thomas was elected chair of the Active Transport Committee and will sit on the Arts Ambassadors Committee. This is Cr Thomas' first term on Council.

### Cr Cuc Lam

This is Cr Lam's third term as a Councillor at the City of Maribyrnong, including a year as Mayor in 2017. She has received the Refugee Recognition Record Award and Victorian Honour Roll of Women. Cr Lam was instrumental in the implementation of the pop up park in West Footscray, and she seeks to keep streets clean, plant more trees, and ensure safer cycling for children. She is a multicultural community representative and advisor for health organisations, she is currently on the Board of Directors of Wimmera Health Service, the Community Advisory Committee for Western Health and a member of Graduate of the Australian Institute of Company Directors and is a Board Director of the Joan Kirner Children's Hospital Foundation. Cr Lam is a recipient of the Public Service Medal for her work with the community.

For more information on Councillor allowances, expenses and meeting attendance, see page 80.



From left to right:  
Cr Sarah Carter, Cr Simon Crawford,  
Mayor Michael Clarke, Cr Jorge Jorquera,  
Cr Bernadette Thomas, Cr Anthony Tran,  
Cr Cuc Lam.

# Council Plan 2017/2021

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

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

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

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

### 3. Quality spaces and places

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

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

### 4. Growth and prosperity

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

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

### 5. Mobile and connected city

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

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

### 6. Clean and green

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

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

<sup>HW</sup> Indicates a Health and Wellbeing Strategy

# Municipal Public Health and Wellbeing Plan

## Strategic objectives

## Health and wellbeing priorities

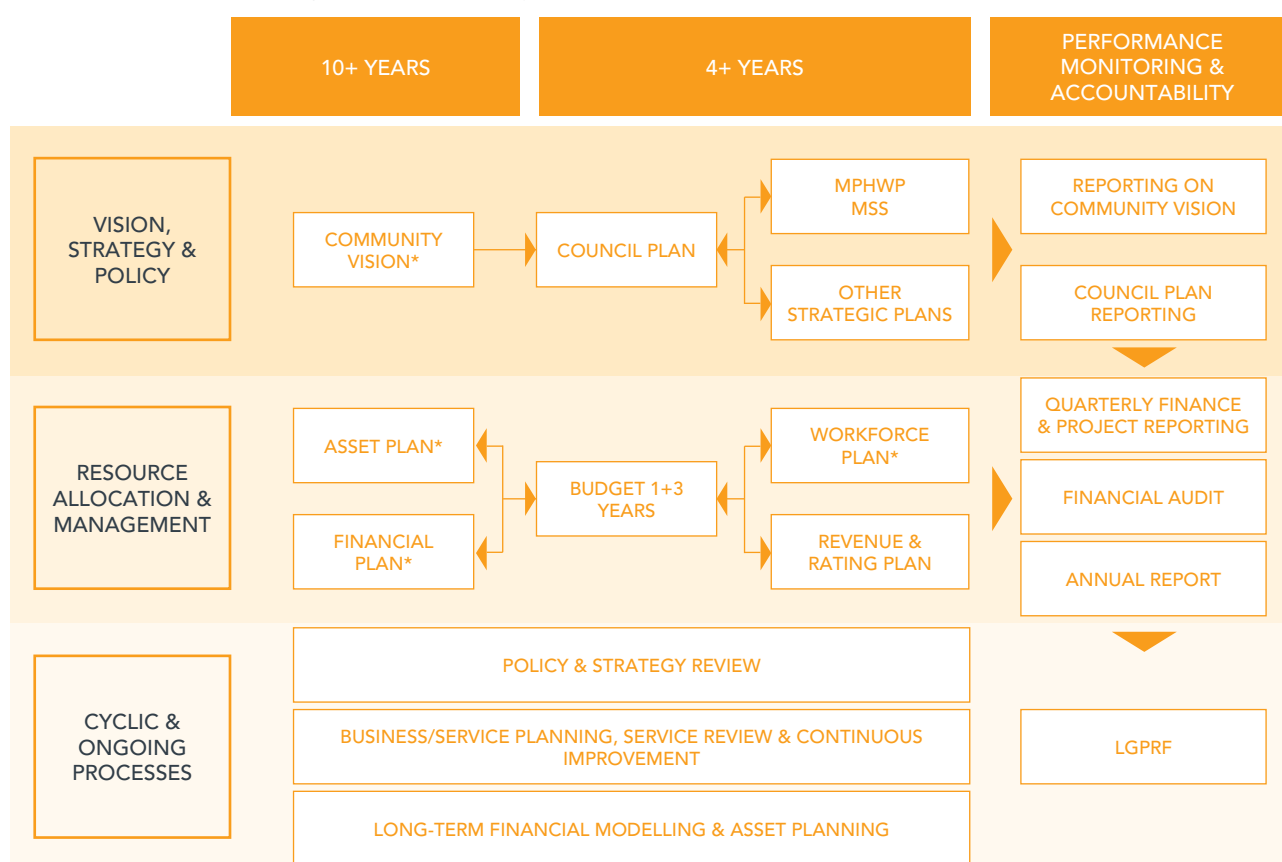
<b>Strong leadership</b>	<ul style="list-style-type: none"> <li>• advocacy and engagement on key health and wellbeing issues</li> </ul>
<b>Healthy and inclusive communities</b>	<ul style="list-style-type: none"> <li>• participation and inclusion – volunteering, community leadership, civic participation, arts and culture, life-long learning and positive ageing</li> <li>• prevention of violence against women</li> <li>• healthy and active lifestyles (including physical activity and healthy eating)</li> <li>• early years, children and youth services and engagement</li> <li>• harm minimisation – alcohol and other drugs</li> </ul>
<b>Quality places and spaces</b>	<ul style="list-style-type: none"> <li>• community safety</li> <li>• open space in natural and urban environments</li> <li>• community infrastructure</li> </ul>
<b>Growth and prosperity</b>	<ul style="list-style-type: none"> <li>• housing</li> </ul>
<b>Mobile and connected city</b>	<ul style="list-style-type: none"> <li>• sustainable and active transport options</li> <li>• advocacy to reduce truck and traffic pollution</li> </ul>
<b>Clean and green</b>	<ul style="list-style-type: none"> <li>• climate change, air pollution, tree planting</li> </ul>



## Planning and accountability framework

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

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



\*Community Vision and Financial Plan to be completed October 2021, Workforce Plan to be completed December 2021. Asset Plan to be completed in 2021/2022.

## Service Performance

In accordance with the updated Local Government Act, Council incorporates Service Performance Principles (previously called the Best Value Principles) through regular business planning and performance monitoring. Multiple initiatives in 2020/21 identified opportunities for improvement and innovation to help Council achieve best practice standards in service performance.

In 2020/21, Council:

- Integrated Service Planning activities with Strategic Business Plans to ensure improved alignment with the Council Plan, Budget and Asset Management

Plan. Work continues to align these activities in a Workforce Plan.

- Enhanced the Service Implementation Plans to include medium-term planning to align to the four-year Budget and Council Plan.
- Refined Service Profiles to include:
  - asset and resource requirements
  - departmental dashboards with service specific data to support strategic service planning and operational decision-making
  - risk identification and mitigation, including COVID-19 service impacts.

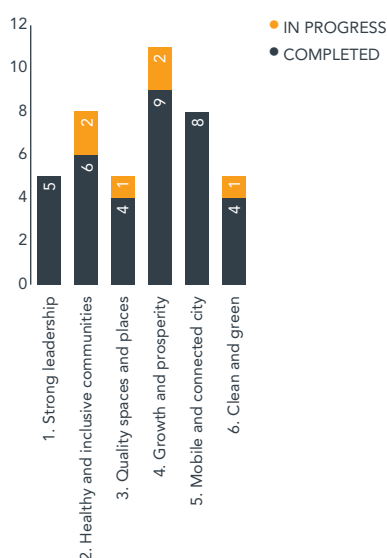
## Performance against Council's Priority Action Plan

Priority Action Plans are developed each year to detail the key actions Council will deliver as part of the four-year Council Plan. In 2020/21, Council committed to delivering 42 actions across the six strategic objectives of the Plan. Eighty-six per cent of planned actions this year have been completed, with the remaining 14 per cent experiencing some delay. Of the actions still in progress, four are expected to be completed by December 2021 with the remainder to be progressed in 2021/2022. Delays largely resulted from the impacts of the pandemic.

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



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



## Community satisfaction

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

### 2020 community survey

Results from the 2020 Annual Community Satisfaction Survey showed the overall level of satisfaction was at an all-time high at 6.99 (out of 10) – the highest rating ever received.

This is also a 13.8 per cent increase on the previous low score of 6.14 recorded in 2014. Council recorded a 'good' to 'very good' level of community satisfaction across the full range of services and facilities, as well as governance and leadership. Council has put a great deal of focus and effort into improving the satisfaction of our local community and to achieve a record high in overall satisfaction cements our ranking in the middle of high performing metropolitan councils. Despite both decreasing in importance due to COVID-19, car parking and traffic management remain key issues for the community, along with parks, gardens and open spaces, road maintenance and repairs, and cleanliness of the local area. A new series of questions were introduced to understand the needs of the community in relation to the impact of COVID-19. The main ways respondents felt Council could assist them through the pandemic were focused on supporting small business, communicating and providing information, and by reducing rates.

Eight hundred randomly selected households were surveyed. The timing and method of delivery of the survey were impacted by the pandemic. Phone interviews replaced the traditional face-to-face approach and were conducted in October and November 2020 instead of August. The Annual Community Survey (ACS) is a requirement of all local governments in Victoria.

Reading the results

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

## The top five services most important to the community

1. fortnightly recycling
2. weekly garbage collection
3. fortnightly green waste collection
4. services for people with a disability
5. library services

## Customer Service Charter

The Customer Service Charter outlines Council's commitment to simplify processes, find solutions and continuously improve its services. Council also seeks to make it easy for people to make contact, and introduced the website chat service 'Maribot' – a pop up that enables customers to be guided in their search for website information. The chat function can also be used to speak to a member of the customer service staff. Online payments continued to increase with a decline in front counter cash payments as a result of COVID-19. Council's Town Hall Customer Service Centre was closed to the public during snap lockdowns but telephone and online services continued.

**Table 4: Customer requests and enquiries**

	2016/17	2017/18	2018/19	2019/20	2020/21
Customer requests	43,499	44,255	43,871	51,709	51,085
Phone enquiries	180,999	119,313	220,452	245,075	202,930
Emails responded to (via Council's primary email address)	39,105	44,427	42,281	52,463	51,304
	<b>207,995</b>	<b>306,604</b>	<b>306,604</b>	<b>349,327</b>	<b>305,319</b>



*A highlight on the annual calendar of events, the Civic Awards recognises those individuals, businesses and organisations who give so tirelessly to improving the lives of others in the City of Maribyrnong. Peter and Lola Anderson, who have worked for more than 50 years to transform Cruickshank Park into an oasis, were our Citizens of the Year.*

**Photo by Nico Photography**



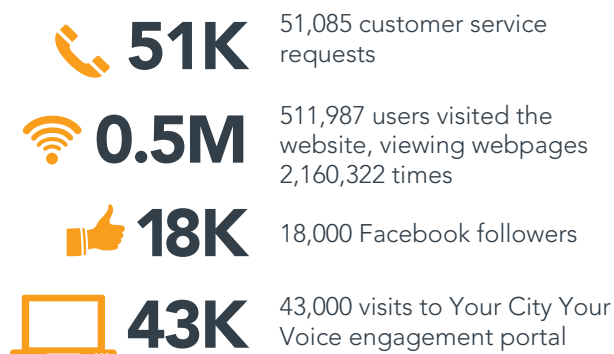






# 01 Strong leadership

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



**Table 5: Delivering Council's Priority Action Plan 2020/21**

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

ACTION	2020/21 GOAL	2020/21 OUTCOME
<b>Strategy:</b> Ensure decision-making is based on good governance practices, community input, rigorous reporting, accountability and sound financial management practices		
<b>Indicator:</b> High performing, accountable organisation delivering transparent, quality services and outcomes		
Ensure completion of the October 2020 Local Government General Election and induction of new Council *	Completion of all actions required for conducting Local Government General Election and inducting the new Council	● Completed
<b>Strategy:</b> Strengthen engagement and communications with the community		
<b>Indicator:</b> Increased community use of Council's engagement portals and social media		
Continue to grow Council's online engagement portal	Increase of 15%	● Completed
Develop and implement an Engagement Plan to support the development of the Council Plan 21-25	Community engagement completed	● Completed
<b>Strategy:</b> Develop and deliver a strategic advocacy plan <sup>HW</sup>		
<b>Indicator:</b> Planned advocacy with other levels of government reflecting the priorities of Council		
Develop a list of priority advocacy objectives and develop a Strategic Advocacy Plan for each objective	Strategic Advocacy Plan completed	● Completed

**Strategy:** Collaborative procurement and shared service initiatives with other Councils

**Indicator:** Enhanced efficiency and reduced expenditure in service delivery and quality through co-sharing costs and resources with other Councils

Collaborating with Brimbank City Council, implement a revised approach and contract arrangement to deliver the Rates Services 'financial hardship and debt collection' processes for 21/22 FY	Implement the new Debt Service contract	● Completed
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\* indicates a major initiative

<sup>HW</sup> indicates a health and wellbeing strategy

Of the five Strong Leadership actions in Council's Priority Action Plan 2020/21, 100 per cent were completed.

## Major initiative

### Newly elected Council

The Victorian Electoral Commission conducted Council elections in October 2020. Maribyrnong City Council inducted a new seven member Council to serve from 2020-2024. The community re-elected Councillors Sarah Carter, Cuc Lam and Simon Crawford, who were part of the previous Council with Cr Michael Clarke returning to Council, having previously served from 2006-2016. Cr Clarke was elected as Mayor becoming the first Maribyrnong councillor to be elected to the position of Mayor three times. Councillors Anthony Tran, Bernadette Thomas and Jorge Jorquera began their first term in office. All statutory induction requirements under the *Local Government Act 2020* were completed by the new Council.

## Achievements

### Growing engagement

In December 2020, Council shared its draft Engagement Policy with the community for feedback. The community was invited to provide comments on the draft generally, and specifically in relation to the principles and commitments outlined. While it was recognised the timing of the engagement was not ideal during the festive season, this was unavoidable given the election period and adoption deadlines. A total of 28 responses were received – all of whom expressed a desire to be involved in Council decision-making. The majority supported both the principles and commitments but sought to have some 'simplified'. The Policy, which was prepared to meet the requirements of the *Local Government Act 2020*, was adopted in February 2021.

### Engaging online

The community continues to embrace Council's online engagement platform Your City Your Voice with a more than 23.6 per cent increase in visits since July 2020, which equates to a total of 43,000 visits over the course of the year. Online engagement tools have been more heavily relied upon since COVID-19 restrictions were introduced in March 2020 with the pandemic preventing face-to-face drop-in sessions, pop ups, and meetings. Council adapted by introducing the online tools GoToMeeting and Zoom to host workshops and support engagement in addition to growing the number of subscribers for Your City Your Voice. Council's Community Panel, Maribyrnong Matters' was also reactivated with 125 new members joined in the first few months.

### Council Plan 2021-25 engagement

The Council Plan is a key strategic document that guides the planning, development, allocation of resources and provision of services to the Maribyrnong community over four years. Council began engaging with the community in December 2020 to understand their aspirations to support the development of a draft document covering 2021-2025. Over six months and three phases of engagement, more than 1,000 members of the community provided comments. This feedback was themed and further analysed during the reflective phase including by two focus groups and a workshop. Feedback generally aligned with the direction of the Plan and has been reflected across the key strategic objectives: Safe Climate and Healthy Environment; Liveable Neighbourhoods; A Place for All; Future Focussed and Ethical Leadership. These strategic objectives, and an overall vision, were decided by councillors during a series of workshops that were informed by community input.

## Financial Hardship

A COVID-19 Financial Hardship Policy was introduced following the introduction of pandemic restrictions in 2020 and extended to June 2022 as part of the 2021/22 adopted budget. This Policy helps ratepayers who have been impacted by the pandemic who, for example, lost work or had reduced hours during this period. This Policy provides additional support beyond that of Council's existing Financial Hardship Policy. Hardship applications allow ratepayers to enter into individual agreements to pay rates by instalments or to defer rates.

## Debt collecting service

Brimbank and Maribyrnong City Council collaborated on the Debt Services Contract, which resulted in the successful awarding of a contract. It streamlined processes and increased efficiency in service delivery.

## Civic Awards

Council's annual Civic Awards ceremony recognises and congratulates the many individuals and organisations who donate their time to improve the lives of so many in the City of Maribyrnong. This year the awardees included: Citizens of the Year, Peter and Lola Anderson; Volunteer Award recipient, Greg Ferrington; and Youth Leadership Award winners, Mohamed Semra and Zoe Knight. The Community Strengthening Award went to the Inner West Air Quality Community Reference Group. Stuart and Liana Lucca-Pope were awarded the Enterprise Maribyrnong Award: Contribution to Business Community. The Enterprise Maribyrnong Award: New and Emerging Business Award was received by Tilegne Therapy and the Enterprise Maribyrnong Award: Innovative Business Award was awarded to Mat O'Keefe, Pride of our Footscray. The Active Maribyrnong Sporting Award went to the Footscray Trugo Club and the Arts Award went to The Hansen Reserves. The Mayoral Award went to Lee Smith-Moir; Les Twentyman and Rebecca Barnard.

## Rates increase on hold

After engaging with our community, a zero per cent rate increase was confirmed for the financial year of 2020-21 when the Council Annual Budget and Strategic Resources Plan was adopted in July 2020. Council had the opportunity to take up a two per cent increase (in line with the rate cap set by the Government) however given the impact of the pandemic on the community,

the decision was made to forgo an increase. An Annual Budget of \$149.7 million was allocated to continue to deliver over 60 services for the community, while also committing to a capital program valued at \$52.241 million. A total of \$2.5 million was allocated to provide support packages for residents and businesses facing financial hardship due to the pandemic and the Pensioner Rate Rebate Scheme was increased by two per cent from \$194.30 to \$198.20. Council continued to offer the COVID-19 Financial Hardship Policy. Eligible businesses and residents could make an application to enter into an agreement with Council for rates to be paid by instalments; or defer payment of rates until 31 March 2021 with interest on hold until 30 March 2021.

## Maribot

Maribot, a website pop up tool, was introduced to make it easier for residents to find information quickly when searching Council's website for common enquiries such as animal matters and waste collection. It is supported by Customer Service Officers who Live Chat during business hours if further assistance is required. Importantly, users are able to select a chat in the language of their choice using a translator tool. Council responds to over 60,000 emails and nearly 150,000 phone enquiries a year via its Customer Service team. The Maribot tool has helped 9,176 users since it was introduced in November 2020 to June 2021.

## Advocating for our community

Following Council elections in October 2020, the new Council was expected to update advocacy priorities for the year and determine the Strategic Advocacy Plan however snap lockdowns impacted scheduled presentations and councillor workshops that were rescheduled to June 2021. The Advocacy Plan is now expected to be presented to Council late 2021. Over the year Council secured more than \$19,964,817 in grants for various community projects and capital works and continued to build partnerships.

## Challenges

### Snap lockdowns

Much like its community, Council has adjusted to COVID-19 restrictions over the year, functioning in lockdown for much of 2020, up until October 26. There were further snap lockdowns in 2021 and social distancing, good hand hygiene, use of masks and working from home measures continued. Council



relied on the learnings of the previous year to swiftly adapt and deliver programs and services online and to support staff to work remotely. Operations and maintenance staff continued as authorised essential workers to ensure parks and reserves were kept in order and Council's Maternal and Child Health service continued to provide immunisation sessions throughout lockdowns as an essential service. The COVID-19 Health and Wellbeing Appendix includes more information page 183.

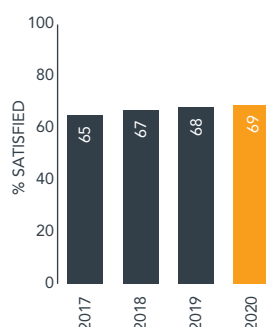
## Outlook

### Consulting on long-term financial plan

To help plan for the future of the City of Maribyrnong, Council will develop a long-term financial plan (Financial Plan) in line with the requirements of the *Local Government Act 2020*, that looks at challenges and opportunities for the municipality. The 10-year plan will help Council implement the Community Vision and support delivery of the projects, initiatives and programs to support community outcomes during this period. Community engagement will be undertaken to help align revenue and spending priorities with community aspirations. The Plan is to be adopted by the end of October 2021.

**Figure 15: Representation, lobbying and advocacy**

FIG 15:



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

Source: Maribyrnong annual community survey

**Figure 16: Maintaining community trust and confidence**

Satisfaction with Council's performance is steady and is ranked as good.

FIG 16:

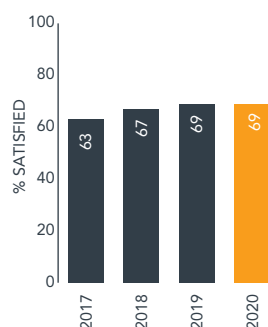
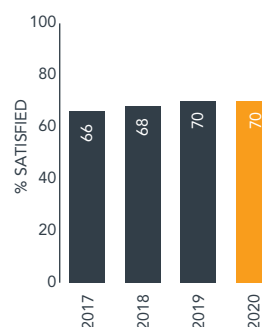


FIG 17:



**Figure 17: Community consultation and engagement**

Satisfaction is steady and is ranked as good.

Source: Maribyrnong annual community survey

## Performance reporting

Table 6: Governance

	2017/18	2018/19	2019/20	2020/21
<b><sup>1</sup>Council decisions made at meetings closed to the public</b>	6%	5%	4%	0.6%
Number of Council resolutions made at ordinary special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/number of Council resolutions made at ordinary special meetings of Council or at meetings of a special committee consisting only of Councillors				
<b><sup>2</sup>Satisfaction with community consultation and engagement</b>	66%	68%	70%	70%
Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement				
<b><sup>3</sup>Council attendance at Council meetings</b>	87%	99%	94%	96%
The sum of (the number of Councillors who attended each ordinary and special Council meeting/number of ordinary and special Council meetings x number of Councillors elected at the last Council general election) x 100				
<b><sup>4</sup>Satisfaction with Council decisions</b>	63%	67%	69%	69%
Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community				
<b><sup>5</sup>Cost of governance</b>	\$54,443	\$49,123	\$52,184	\$50,644
Direct cost of the governance service/number of Councillors elected at the last Council general election				

1. Council's continued commitment to transparent decision making is indicated through a further decrease in the percentage of decisions made in camera.

2. The result is underpinned by Council's ongoing commitment to consultation and engagement.

3. Councillors' attendance at council meetings remained high and exceeds the previous year's attendance rate.

4. The result is underpinned by Council's ongoing commitment to strong governance.

5. 2020-21 was an election year therefore payments were not made for the election period and the impact of COVID-19 pandemic.



Mari Feeds, a pilot program that focused on a whole of community approach to encourage healthy eating, called on the community to share their favourite family recipes. The ingredients for these recipes were then sourced from local businesses and included in a food box and made available for residents in Braybrook, Maidstone and West Footscray to purchase. The program also included discounts for concession holders and an opportunity to pay it forward and support the purchase of a meal box for someone in need.

Nazish from Seddon submitted a Chicken Qorma with Rice recipe, which was included in Mari Feeds meal boxes.

Photo by Kit Edwards

## 02 Healthy and inclusive communities

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



**109K**

109,882 visitors to community centres



**66K**

66,905 visitors to libraries



**42K**

42,351 views for online library programs

**Table 7: Delivering the Council's Priority Action Plan 2020/21**

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

ACTION	2020/21 GOAL	2020/21 OUTCOME
<b>Strategy:</b> Deliver sport and recreation programs and capital works that increase capacity, accessibility and wellbeing <sup>HW</sup>		
<b>Indicator:</b> Increased formal/informal sport and recreation participation and facility quality and capacity		
Continue design of the RecWest Footscray redevelopment *	Present completed schematic design to Council and commence detailed design of the RecWest Footscray redevelopment	● Completed
Continue design development of the Maribyrnong Aquatic Centre *	Concept design complete and present to Council	● Completed
<b>Strategy:</b> Enhance the community's resilience to withstand and recover from emergencies <sup>HW</sup>		
<b>Indicator:</b> Compliance with the <i>Emergency Management Act 1986</i> through maintenance, testing and updating of the Municipal Emergency Management Plan		
Engage with the community and other stakeholders to build capacity for future unforeseen emergencies	Increased community awareness and preparedness (particularly in flood prone areas) to deal with an emergency during COVID-19	● Completed



Deliver a support program to young people impacted by the COVID-19 pandemic, prioritising access to material essentials, work ready skill development, and connection to employment pathways support *	<p>1) Number of stakeholder agencies engaged to deliver and support young people impacted by COVID-19.</p> <p>2) Roll out youth specific initiatives via a suitable online platform in response to the impact of COVID-19</p>	● Completed
<b>Strategy:</b> Facilitate early years, children, youth and family-focused services for a rapidly growing community <sup>HW</sup> <b>Indicator:</b> Needs of children, family and young people are met through service and infrastructure planning and delivery		
Facilitate the development of the Maribyrnong Youth Advisory Committee to advance the capacities and skills of young people in areas such as government, political acumen, and advocacy skills, as Council's commitment to the development of future community leaders	<p>1) Development of a steering committee with 3 major initiatives undertaken by the committee.</p> <p>2) Maribyrnong Youth Advisory Committee committee meetings and briefing to Council as needed</p>	● Completed
<b>Strategy:</b> Support and deliver community health and wellbeing initiatives <sup>HW</sup> <b>Indicator:</b> Improvements in the health status of our community in physical activity, healthy eating, alcohol and other drugs and health screening		
Develop a Healthy and Active Framework for Council *	Healthy and Active Framework adopted by Council	● In progress
<b>Strategy:</b> Enable formal and informal volunteering, community leadership, civic participation and place-based neighbourhood development <sup>HW</sup> <b>Indicator:</b> Increased participation in community leadership programs, increased engagement in volunteerism and increased civic and community engagement		
Develop the next Volunteer Strategy (beyond 2021) Project Brief including consultation and a detailed action plan*	Inform Council of the scoping and commencement of the Volunteer Strategy (beyond 2021)	● Completed
<b>Strategy:</b> Plan and promote services and opportunities that promote positive ageing <b>Indicator:</b> A community that embraces and celebrates older people		
Implement an Inclusive Cities Framework that supports positive ageing *	Adoption of Inclusive Cities Framework and implement	● In progress

\* Major initiative

<sup>HW</sup> indicates a health and wellbeing strategy

Of the eight healthy and inclusive communities actions in Council's Priority Action Plan 2020/21, 75 per cent have been completed.

## Major initiatives

### RecWest Footscray

Community feedback shaped plans to redevelop RecWest Footscray, Shorten and Barrett Reserve, and Johnson Reserve as part of the West Footscray Community Facilities Plan, which was adopted by Council in September. The plan proposes brand new purpose-built facilities, as well as a variety of safe and accessible public open spaces for all ages, including a larger RecWest facility with new gymnasium, café, indoor stadium, meeting spaces, kitchen spaces and storage areas. The proposed redevelopment also includes a new community pavilion at Johnson Reserve, and better provision of car parking spaces. The Plan will accommodate a mix of current and future users to address the needs of a growing population. The development of schematic plans is in progress.

### Volunteer Strategy

Volunteering is a vital part of Maribyrnong's social, cultural and economic landscape with programming now operating with COVIDSafe practices. The Australian National University (ANU) Centre for Social Research and Methods found there was a decline in volunteering in Australia as a result of the pandemic with volunteers over the age of 65 more likely to have stopped volunteering. Council has commenced planning the next iteration of its volunteering strategy, and scoped engagement factoring in the impact of the pandemic for this in the draft Maribyrnong People and Participation Strategy 2021 and beyond. This will support and facilitate formal and informal volunteering, community leadership, civic participation and place-based neighbourhood development.

### Helping our young people

Working in partnership with the Maribyrnong and Moonee Valley Local Learning and Employment Network, Youth Services helped develop the Youth Employment Pathways Project. This project gives young people the opportunity to enhance their skills and to find a job. One of the most popular activities is the employment workshops delivered alongside local industry experts, with 29 participants. Youth Services works closely with a number of stakeholders to support young people through the pandemic, including Youth Affairs Council Victoria, Headspace and Wombat Housing among a number of other agencies. Online programs are run by Youth Services to help continue to

connect young people during snap lockdowns resulting from the pandemic. However subsequent lockdowns have impacted participation in the Youth Services program and it has been extended until December.

### Making a splash

The Maribyrnong Aquatic Centre (MAC) will soon be home to two new water slides and an interactive aquatic leisure area in an \$8 million redevelopment, jointly funded by Council and the State Government. Stage one of the masterplan will also include additional change rooms. The masterplan was influenced by feedback from Sport and Recreation Victoria, local schools and sporting clubs, disability access groups in addition to facility users. Works are expected to commence in December 2021. Other recent work at MAC includes a \$1.3 million upgrade of the main change rooms and entry foyer.

## Achievements

### Connecting youth

Helping young people develop leadership skills through programs such as the Maribyrnong Youth Advisory Committee (MYAC) continues. This committee of young people, aged between 12-25 years old, usually meet fortnightly to plan and deliver activities, participate in community events, and give voice to other young people in the City. They worked to deliver projects relating to climate action and mental health, identifying these as key areas for youth leadership.

### Emergency Management changes

The Municipal Emergency Management Planning Committee is no longer a committee of Council but reports directly to the Regional Emergency Management Planning Committee, following changes to legislation. Members of the committee include Council representatives, Victoria Police, Country Fire Authority and/or Fire Rescue Victoria, Ambulance Victoria, Victoria State Emergency Service, Australian Red Cross and the Department of Human Services along with community representatives. The first meeting of this new group took place in May. A priority of the group continues to be promoting information from the Maribyrnong Storm and Flood Emergency Plan, which was developed by VicSES and Council, to those in flood prone areas.

## Community Grants

The Community Grants program was adapted to be more responsive to community groups and organisations impacted by the pandemic, providing funding to 37 local organisations totalling \$170,000. Funding was available in three categories, including Large Grants (up to \$15,000) shared by 11 organisations; Medium Grants (up to \$5,000) shared by 11 organisations; and Small Grants, including seniors support (up to \$500) shared by 15 projects. Funded projects included the delivery of workshops to increase mindfulness, an art mural and the formation of an online choir.

## Triennial Arts Partners

To help meet the needs of our local cultural sector the Triennial Arts Partner funding was established by Council, continuing Maribyrnong's reputation as a hub for vibrant arts and creative industries. Thirteen not-for-profit arts organisations based in the municipality received support through the program which enables forward planning for local arts organisations, reduces administrative processes and builds organisational capacity. It will aim to play a vital role in the recovery of our local arts sector which was strongly affected by the impacts of the pandemic.

## 16 Days of Activism

Maribyrnong supported the annual 16 Days of Activism against Gender-Based Violence campaign, which acknowledges the need to stand up for gender respect and equity, and drive cultural change to make our community a safe and inclusive place for everyone. It is an international campaign that coincides with International Day for the Elimination of Violence Against Women and ends on Human Rights Day. Local events included choir performances screened on social media, free resources provided to help men become allies to end violence against women, and other initiatives.

## Healthy Eating

Catering to Maribyrnong's large multicultural community, Council partnered with the Multicultural Centre for Women's Health to offer free bilingual information sessions to help local families learn more about healthy eating for young children. Four online Nutrition and Healthy Eating for Children sessions were delivered between April and June in Arabic, Burmese, Hindi and Vietnamese, with English translation. Specifically for young families with children aged between three and five, there was information on Australian Dietary Guidelines for healthy eating and how to make culturally informed, healthy food choices for kindergarten and school lunches.

## Footscray Art Prize

Over 170 works from across Australia were shortlisted in three categories for the esteemed Footscray Art Prize, and were displayed at Footscray Community Arts Centre and Victoria University at MetroWest. The judging panel included National Gallery of Victoria Curator Myles Russell-Cook, Victorian College of the Arts lecturer Vikki McInnes and former Director of Heide Kirsty Grant. They selected the shortlisted works after reviewing over 830 entries, a record number for the third iteration of the biennial prize. Shortlisted artists went into the running for a total cash prize pool of \$28,000, including the coveted \$10,000 main prize and new \$10,000 Local Acquisition Prize, with winners announced on Friday 7 May at the exhibition opening night. The biennial prize is a unique collaboration between Victoria University, Maribyrnong City Council, Footscray Community Arts Centre and the Rotary Club of Footscray, who share a commitment to demonstrating and promoting creativity, cultural achievements and the arts.

## New mural

A mural featuring an astronaut in a colourfully decorated suit moving from the past into the bright future, led by Bunjil the Eagle, is a colourful welcome along the train line in Footscray. The mural, painted on the side of Footscray City Primary School, is part of Council's StreetWORKS program and was delivered in partnership with Victoria University, Footscray City Primary School and the Footscray Learning Precinct. Students from the school helped artists Heesco and Chuck Mayfield complete the 40 metre wide artwork.

## **Mari Feeds**

Pilot program, Mari Feeds, was a whole of community approach to encourage healthy eating. The multi-step project started with a call for favourite family recipes. Ingredients for these recipes were boxed and made available to residents in Braybrook, Maidstone and West Footscray to purchase. This pilot program included discounts for concession holders and also provided an opportunity to pay it forward and support the purchase of a meal box for someone in need. Mari Feeds aimed to support long lasting healthy habits and encourage behaviour change. It was supported by a VicHealth Reimagining Health grant and was delivered in partnership with Central West Shopping Centre.

## **Challenges**

### **Healthy and Active Framework**

Direction on how Council can shape a healthy, active and inclusive community is outlined in a draft Healthy and Active Framework which is yet to be tabled at Council. In addition to changes in program delivery from an organisational realignment, the changing way we are required to interact in a COVIDSafe environment has delayed the program. The framework, once adopted, will guide actions and resource allocation for the delivery of services and programs affecting recreation opportunities, open space improvements and improved health outcomes for the community.

### **Inclusive Cities Framework**

Council will be developing an Inclusive Cities Framework in consultation with the community to understand what Council's role in supporting older people and people with disability in the absence of Homecare, Personal Care and Respite will look like into the future.



## Outlook

### Disability Access and Inclusion Plan

A Disability Action Plan (DAP) will be developed to demonstrate Council's commitment to ensuring Maribyrnong is as inclusive as possible, for the benefit of all residents. The project is aligned to Council's legislative obligations and will involve community engagement to ensure the needs of people with disability in the community are considered.

**Figure 18: Library services**

Satisfaction with library services remains excellent.

FIG 18:

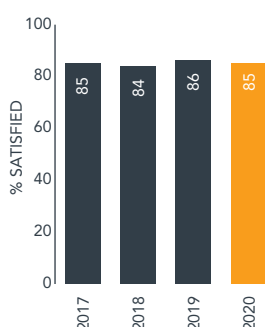
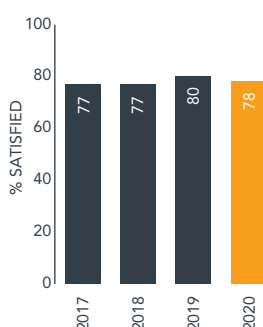


FIG 19:



**Figure 19: Community centres**

Satisfaction with community centres remains excellent.

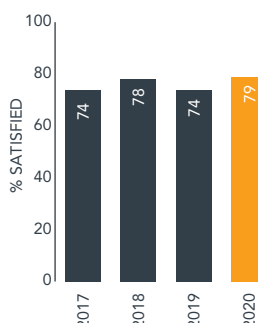
Source: Maribyrnong annual community survey

### Council services – support for seniors

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

**Figure 20: Services for seniors**

FIG 20:



Satisfaction with services for seniors increased from very good to excellent.

Source: Maribyrnong annual community survey

## Council services – children, young people and families

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

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

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

Figure 21: Services for children

Despite a slight decline, satisfaction with services for children remains excellent.

FIG 21:

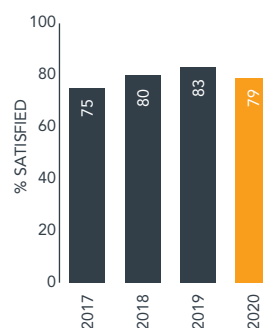


FIG 22:

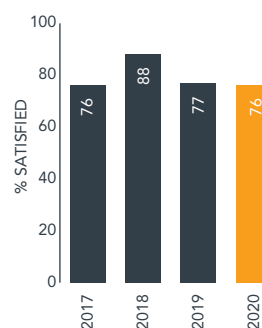


Figure 22: Services for young people

Satisfaction has slightly decreased, levels are still considered very good.

Figure 23: Maribyrnong Aquatic Centre (MAC)

Satisfaction remains as excellent.

FIG 23:

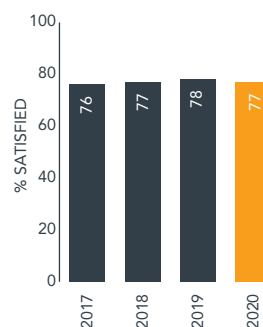


FIG 24:

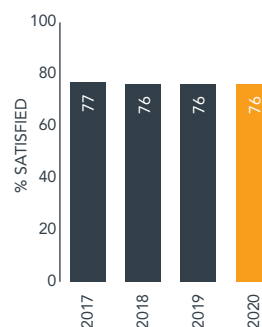


Figure 24: Sports facilities

Satisfaction remains stable and is categorised as very good.

Source: Maribyrnong annual community survey

## Performance reporting

Table 8: Libraries and community centres

	2017/18	2018/19	2019/20	2020/21
Number of visits to community centres	447,527	292,445	300,000	109,882 <sup>1</sup>
Number of participants in community centre programs	25,741	17,063	30,000	18,416
Number of visits to libraries	678,511	660,109	365,057*	66,905
Number of loans from libraries	653,991	633,029	484,803	326,192
Number of participants in library programs	24,508	26,266	27,367	42,554 <sup>2</sup>
<sup>3</sup> Library collection usage	4	4	3	2
Number of library collection item loans/number of library collection items				
<sup>4</sup> Standard of library collection	80%	81%	81%	79%
(Number of library collection items purchased in the last five years/number of library collection items) x 100				
<sup>5</sup> Active library members	16%	17%	16%	13%
(Number of active library members/municipal population) x 100				
<sup>6</sup> Cost of library service	New in 2020 <sup>7</sup>	New in 2020 <sup>7</sup>	\$38.55	\$32.23
Direct cost of the library service/population				

1. Of the 109,882 visits, 6,917 were online with 118 programs delivered during six months of lockdown.
2. This figure relates to online library programs, in-person programs were reintroduced quarter 4 of the financial year.
3. There have been extensive COVID-19 related library closures during the reporting period and this has massively impacted on the number of loans made by the service. Both home deliveries and click and collect alternatives have been used during lockdown periods but these methods cannot fully compensate for five closed library branches. Note: From 2019-20, this indicator measures the performance of physical library items as a subset of the wider library collection.
4. Due to the financial impacts of the COVID-19 pandemic on the Council's budget, \$250,000 was removed from the collections budget at the start of the reporting period. This resulted in fewer new items being purchased and a resultant small drop in this metric. The Library Collections Specialist made every effort to prioritise the remaining budget to minimise the impact that would be observed by the community.
5. Due to the pandemic and subsequent library closures, our larger branches were closed for approximately 8 months and the smaller branches for more than 12 months. This resulted in a dramatic reduction in loans and visits together with a corresponding reduction in borrower numbers.
6. The lower cost to the library service in 2020-21 compared to 2019-20 is attributed to the COVID-19 pandemic and the closure of 5 libraries from March 2020 to 23 November 2020. The employment of our casuals decreased from 31 staff to 7 staff who supported the delivery of our reservations to our Library members' homes. As a result we saw a massive decrease in the casual budget compared to the 2019-20 financial year. Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.
7. This indicator changed in 2020 and previous information is inconsistent with new calculations.

Table 9: Maternal and Child Health (MCH)

	2017/18	2018/19	2019/20	2020/21
<b><sup>1</sup>Participation in 4-week Key Age and Stage visit</b> (Number of 4-week key age and stage visits/ Number of birth notifications received)x100	New in 2020 <sup>6</sup>	New in 2020 <sup>6</sup>	96%	94%
<b><sup>2</sup>Infant enrolments in the MCH service</b> (Number of infants enrolled in the MCH service (from birth notifications received)/number of birth notifications received) x 100	102%	102%	102%	101%
<b><sup>3</sup>Participation in the MCH service</b> (Number of children who attend the MCH service at least one in the year/number of children enrolled in the MCH service) x 100	75%	77%	76%	76%
<b><sup>4</sup>Participation in the MCH service by Aboriginal children</b> (Number of Aboriginal children who attend the MCH service at least once in the year/number of Aboriginal children enrolled in the MCH service) x 100	70%	87%	89%	86%
<b><sup>5</sup>Cost of the MCH service</b> (Cost of the MCH service/ hours worked by MCH nurses)	\$66.90	\$64.32	\$66.20	\$69.99

1. Participation rate maintained despite restrictions dictated by the COVID-19 pandemic.
2. Enrolment numbers are steady. The service used telehealth to maintain contact with families. Online groups provided extra support.
3. We were able to maintain the participation rate despite the restrictions necessitated by the COVID-19 pandemic. We connected with families via telehealth and offered short face to face consultations for physical checks.
4. Numbers of Aboriginal children locally are small. We have forged relationships with Footprints for Success and the Victorian Aboriginal Child Care Agency (VACCA) to continue to best serve this community.
5. The MCH department have had 4 staff on maternity leave. This meant there was increased requirement for casual and agency staff to cover the shortfall.
6. This indicator changed in 2020 and previous information is inconsistent with new calculations.



**Table 10: Aquatic facilities**

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Number of visits to Maribyrnong Aquatic Centre	892,646	947,981	709,013	312,489
<b><sup>1</sup>Utilisation of aquatic facilities</b>	10	10	7	3
Number of visits to aquatic facilities/municipal population				
<b><sup>2</sup>Health inspections of aquatic facilities</b>	3	4	4	2
Number of authorised officer inspections of Council aquatic facilities/number of Council aquatic facilities				
<b><sup>3</sup>Cost of indoor aquatic facilities</b>	New in 2020 <sup>4</sup>	New in 2020 <sup>4</sup>	\$2.09	\$10.26
Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities				

1. Due to State Government restrictions relating to COVID-19, the MAC was only able to reopen to the public in mid-November 2020 under restrictive capped numbers. Many people have been hesitant to return to community facilities particularly older adults and those with compromised health. This has had a severe impact on visits numbers to the Centre and cost recovery.
2. Due to State Government restrictions relating to COVID-19, the Maribyrnong Aquatic Centre (MAC) only operated from mid-November 2020, resulting in only 2 inspections being carried out.
3. The impact of COVID-19 lockdowns during 2020 and 2021 has had a devastating impact on the operating performance of MAC over the last financial year. As part of the Chief Health Officers directives MAC was closed or under heavy number cap restrictions for most of the reporting period. Income over the year is down around 70% resulting in a significant negative impact on direct costs to Council for this service.
4. This indicator changed in 2020 and previous information is inconsistent with new calculations.



Maddern Square, a hidden pocket of open space in the heart of Footscray, was transformed by children, who could build with recycled materials and celebrate their creativity in this space, during Mini Maddern, a three month project developed by local architect firm Public Realm Lab. The project was launched during Melbourne Design Week and run in collaboration with Council and Victoria University.

Photo by Gianna Rizzo, courtesy of VU in the Community





## 03 Quality spaces and places

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



**Table 11: Delivering Council's Priority Action Plan 2020/21**

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

ACTION	2020/2021 GOAL	2020/21 OUTCOME
<b>Strategy:</b> Plan and deliver a diverse range of open space in natural and urban environments <sup>HW</sup> <b>Indicator:</b> Increased area of high quality open space that provides a range of leisure pursuits and experiences for active and passive participation		
Deliver the priority actions in the Stony Creek Future Directions Plan	Continue implementing the short-term actions identified in the Stony Creek Future Directions Plan 2020 and within budget allocations	● Completed
<b>Strategy:</b> Facilitate the renewal and development of contemporary community infrastructure that are multi-purpose and multi-generational <sup>HW</sup> <b>Indicator:</b> Community satisfaction with usage and participation		
Implement NeXt Project action plan, considering community engagement feedback in developing the preferred concept plan *	Report presented to Council for endorsement	● Completed
Continue to progress schematic design for Town Hall Renewal Project prepared for Council consideration *	Finalise report to Council on schematic design for Town Hall Renewal Project	● Completed



<b>Strategy:</b> Develop a City Infrastructure Plan aligning to community need and Council's finances		
<b>Indicator:</b> Sustainable infrastructure that is fit for purpose, functionality suitable and compliant throughout the life cycle		
Develop an Infrastructure Plan for the Highpoint Activity Centre to support anticipated growth*	Present to Council the Highpoint Activity Centre – Infrastructure Plan for consideration	● In progress
<b>Strategy:</b> Provide high quality amenity through appropriate regulatory frameworks <sup>HW</sup>		
<b>Indicator:</b> Improved standards in food safety, animal management and amenity through management of local laws		
Increase customer satisfaction by focusing on reducing Council response times for three high volume customer request types	10% reduction in CRM response times for three Local Laws priority areas: Litter investigation, Unsightly Land, and Noise complaint	● Completed

\* Major initiative

<sup>HW</sup> indicates a health and wellbeing strategy

Of the five Quality Spaces and Places actions under Council's Priority Action Plan 2020/21, 80 per cent were completed.

## Major initiatives

### NeXT steps

Council continues to seek State and Federal Government support to develop the Footscray Library, Cultural and Community Hub (NeXT project). The project is part of Council's commitment to foster inclusive, creative and innovative spaces for the Maribyrnong community. Following the endorsement of the NeXT Feasibility Report and Business Case in 2019, Council began engagement with stakeholders and the community and resolved in 2020 on a preferred concept design and to advocate for a 50 per cent financial contribution for the detailed design of NeXT. Council expects to match any government contribution.

### Footscray Town Hall Redevelopment

Renamed the Civic and Community Precinct project, the upgrade of the Footscray Town Hall building, is ready to enter detailed design. Originally built in 1936 as the Municipal Offices, Court House and Post Office, the Footscray Town Hall was extended over several stages, with the last construction works completed in June 1984. Over time, despite some upgrade works,

changing legislation and building code standards have rendered the heritage structure no longer able to be used as a civic administration facility. It will instead be upgraded to provide new and renovated spaces for the community, along with a new public park outside the building. Early concepts will be shared with the community in late 2021 as part of seeking community feedback on the project.

## Achievements

### Stony Creek

More than 3,000 indigenous plants were planted along Stony Creek, including along a section of Cruickshank Park delivering on a key action in the Stony Creek Future Directions Plan 2020 and Melbourne Water's Stony Creek Rehabilitation Plan 2019-2020, a collaborative effort to restore and maintain the area. Two rain gardens that use natural elements to filter water of debris have also been installed. Stony Creek is a vital waterway in our City that flows from the west through Braybrook, Tottenham, West Footscray and Yarraville to reach the Yarra River near the West Gate Bridge.

## Parks and reserves

A range of parks and open spaces throughout the City were upgraded, including new shared path lighting upgrades along Cruickshank Park and Hansen Reserve as part of the Maribyrnong Shared Use Path Lighting upgrade. Further improvements include the installation of a new 330 metre long shared path at Cranwell Reserve, providing safe access to the Maribyrnong River Trail for locals. This is in addition to playground upgrades at the Village Green playground, Maribyrnong and the Pritchard Reserve Playground. The \$1 million playground at Pipemakers Park, supported with a State Government grant, was completed and features a nature play playground inspired by the surrounding bushland character and the Wurundjeri theme of 'Layers of Country'. This was the final stage of improvements at Pipemakers Park that began in 2019.

## New playgrounds

Families were able to enjoy improvements to playgrounds across the City. This includes the Village Green in Maribyrnong where a new basket swing and see-saw were installed along with new public fitness equipment. Playground equipment was installed at Fels Park, Yarraville, and Harris Reserve in Seddon also welcomed new play equipment including a new carousel, hammock and spring rocker. Pritchard Reserve in Braybrook and Ulmara Park in Maidstone also had their playgrounds expanded.

## Clarke Street pop up

West Footscray gained a new place to play with the installation of a trial pop up park in Clarke Street. It features colourful blocks for seating and climbing and quality astro turf where shoppers can meet and relax. The temporary park was installed following a community call for increased green space in the area and will be in place until mid-2022 after which it will be reviewed. The north end of Clarke Street has been closed during this trial period. A pop up park for Clarke Street was first raised by the community as part of the West Footscray Neighbourhood Plan in 2018. With strong community support for safer and improved connections to Barkly Street, Council is exploring further detailed designs to encourage more cyclists and foot traffic to access Barkly Village.

## Increased customer satisfaction

Results from the 2020 Annual Community Satisfaction Survey showed the overall level of satisfaction was at an all-time high at 6.99 (out of 10) – the highest rating ever received.

This is also a 13.8 per cent increase on the previous low score of 6.14 recorded in 2014. Council recorded a 'good' to 'very good' level of community satisfaction across the full range of services and facilities, as well as governance and leadership. Council has put a great deal of focus and effort into improving the satisfaction of our local community and to achieve a record high in overall satisfaction cements our ranking in the middle of high performing metropolitan councils. Despite both decreasing in importance due to COVID-19, car parking and traffic management remain key issues for the community, along with parks, gardens and open spaces, road maintenance and repairs, and cleanliness of the local area. Council rates increased as an issue, likely exacerbated by challenges associated with COVID-19. Eight hundred randomly selected households were surveyed.

## Successful grants

Council received three grants as part of the West Gate Neighbourhood Fund, which is a \$10 million community grants program established to support communities in Melbourne's inner west, delivered by the West Gate Tunnel Project. Council is a supporter of the tunnel project, along with other nearby councils, and benefitted from \$400,000 for new multi-purpose cricket nets for Hanmer Reserve, Yarraville; \$1.8 million for facility upgrades at Yarraville Glory Soccer Club, Mclvor Reserve, Yarraville; and \$120,000 for pedestrian safety improvements near three schools on Somerville Road, Yarraville.

## Challenges

### Highpoint Activity Centre Infrastructure Plan

Work continues on the development of the Highpoint Activity Centre Infrastructure Plan. Plans for this area in Maribyrnong are influenced by a number of stakeholders, including community, private, state and federal bodies. Known best as a retail precinct, attracting residents and visitors to the area, a number of opportunities exist to improve public realm and amenity. This includes improvements to the active transport network around Highpoint Shopping Centre and the creation of a central active transport link on Rosamond Road. Other improvements include the development of a network of green links as well as shared use paths connecting Highpoint to areas such as the Defence Site Maribyrnong (which is earmarked for residential development). The Highpoint Activity Centre Infrastructure Plan will also be influenced by the Robert Barrett Reserve Masterplan, which Council is yet to finalise and adopt.

## Outlook

### Learning Centre

Works commenced on the Footscray Learning Precinct Integrated Early Learning Centre (IELC) in 2021 and are expected to be completed next financial year. This project, jointly funded with \$3.3 million from the Victorian School Building Authority and \$4 million from Council, is located on Hyde Street, Footscray on Council-owned land adjacent to the Bluestone Church. The development will include spaces for sessional kinder, maternal and child health and long day care.

### Funding the Civic and Community Precinct project

Council will seek a \$10 million loan through the State Government's Community Infrastructure and Loans Scheme to support the development of the Civic and Community Precinct project, which will see the historic Footscray Town Hall renovated and a new community park established and returned to the community for its use. The loan would reduce the impost on ratepayers by achieving savings through the low-interest loan, providing a better outcome for the community.

**Figure 25: Provision and maintenance of parks and gardens**

Satisfaction has increased to excellent.

FIG 25:

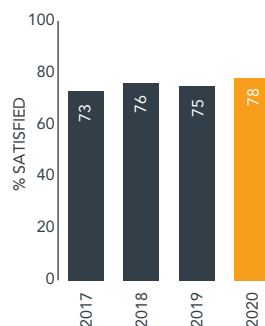
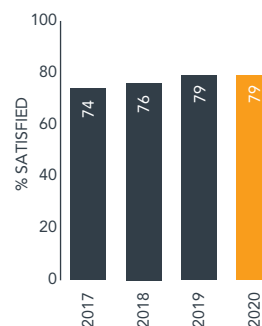


FIG 26:



**Figure 26: Provision and maintenance of playgrounds**

Satisfaction continued as excellent.

Source: Maribyrnong annual community survey

## Council services – public safety

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

**Figure 27: Feeling safe during the day**

Despite decreasing, this remains at the high level of excellent.

FIG 27:

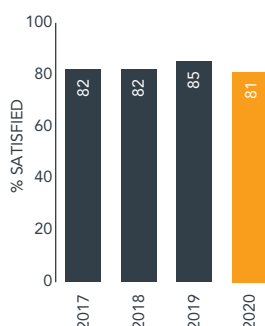
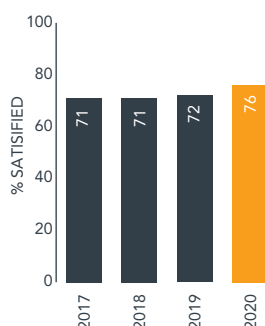


FIG 28:



**Figure 28: Provision and maintenance of street lighting**

Community satisfaction has increased and remains at very good.

Source: Maribyrnong annual community survey

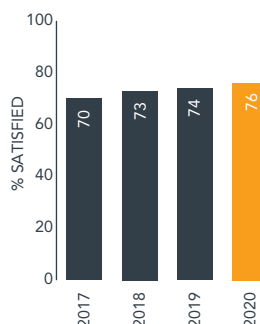
## Council services – regulatory services

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

**Figure 29: Animal management**

Satisfaction has increased and remains as very good.

FIG 29:



Source: Maribyrnong annual community survey



## Performance reporting

Table 12: Animal management

	2017/18	2018/19	2019/20	2020/21
Number of registered dogs and cats	8,438	9,518	9,978	11,481
<sup>1</sup> Animals reclaimed (Number of animals reclaimed/number of animals collected) x 100	48%	52%	53%	43%
<sup>2</sup> Animals rehomed (Number of animals rehomed/ Number of animals collected)x 100	New in 2020 <sup>6</sup>	New in 2020 <sup>6</sup>	38%	23%
<sup>3</sup> Animal management prosecutions The percentage of successful animal management prosecutions	New in 2020 <sup>6</sup>	New in 2020 <sup>6</sup>	100%	0%
<sup>4</sup> Time taken to action animal management requests Number of days between receipt and first response action for all animal management requests/number of animal management requests	1	1	1	1
<sup>5</sup> Cost of animal management service per population	New in 2020 <sup>6</sup>	New in 2020 <sup>6</sup>	\$7.53	\$7.03

1. Every effort is made to return animals to the owners prior to transport to the Lost Dogs Home (LDH), where identification can be established. Further work by the LDH is made to find owners where possible.
2. Lost Dogs Home work tirelessly with animals brought into the Pound where the owners cannot be established. Assessments are completed to ensure the animal is suitable for rehoming with physical and psychological assessments completed, prior to rehoming. Note: New measure for 2019-20 financial year.
3. No court prosecutions have occurred in the last financial year with all enforcement matters being dealt with through the issue of penalty notices. Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, see retired measures.
4. Animal Management Officers continue to work diligently on ensuring complaints are responded to immediately.
5. Whilst the number of pets collected by Animal Management staff has increased, a great deal of effort has been undertaken in returning captured pets to their owners, reducing the need for pets to be impounded at the Lost Dogs Home and therefore reducing overall costs for the year.
6. This indicator changed in 2020 and previous information is inconsistent with new calculations.

## 04 Growth and prosperity

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



**1.5K**

more than 1,500 trees planted annually



**255K**

\$255,000 in grants were issued via the Business Improvement District Grant Program



**678**

678 planning applications were received and 678 new dwellings were approved

**Table 13: Delivering the Council's Priority Action Plan 2020/21**

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

ACTION	2020/2021 GOAL	2020/21 OUTCOME
<b>Strategy:</b> Plan for diverse, high quality and affordable housing in appropriate locations that responds to community growth and needs <sup>HW</sup>		
<b>Indicator:</b> Dwelling numbers, type and affordability options meet the Maribyrnong Housing Strategy requirements.		
Continue advocating for quality planning (including world's best practice for water, energy, waste and biodiversity) and community outcomes by working with the Victorian Planning Authority in their preparation of a draft structure plan and associated planning controls for the Defence Site Maribyrnong	Draft structure plan and associated planning controls prepared by the Victorian Planning Authority in collaboration with Council	● Completed
Review Footscray Activity Centre built form policy *	Present to Council the Footscray Built Form Review and planning controls for a Planning Scheme Amendment	● In progress

Prepare a Planning Scheme Amendment to implement the draft Development Contribution Plan for the City *	Present the exhibition findings to Council for consideration (subject to Ministerial authorisation)	● Completed
Commence a Planning Scheme Amendment to implement the findings from the West Footscray Precinct Heritage Studycontrols for the Defence Site Maribyrnong	Present a Planning Scheme Amendment to Council for consideration	● Completed
<b>Strategy:</b> Land set aside for employment is protected and enhanced		
<b>Indicator:</b> Economic growth and employment opportunities provided		
Implement the Maribyrnong Economic and Industrial Development Strategy with the preparation of precinct framework plans or suitable planning policy	Present a precinct framework plan or suitable planning policy for Ballarat Road North Core Employment Area to Council	● In progress
<b>Strategy:</b> Provide high-quality public spaces that respond to local character, encourage economic vitality and are safe at all times <sup>HW</sup>		
<b>Indicator:</b> Streets and urban spaces are vibrant, engaging, well used and safe		
Deliver Paisley Streetscape improvements detailed design work between Leeds and Albert Streets *	Year 1 detailed design completed	● Completed
Develop concept plan for Bunbury Street heritage precinct	Draft concept plan presented for Council consideration	● Completed
<b>Strategy:</b> Manage planning applications in a timely manner to accommodate stakeholder and community expectations		
<b>Indicator:</b> Improved community satisfaction with quality appearance of developments		
Streamline the planning process so that 70% of all decisions are made within 60 days	70% of decisions on application are made within 60 days (non VicSmart)	● Completed
Streamline the planning process so that all VicSmart application are decided within 10 days	90% of VicSmart decisions are made within 10 business days	● Completed
<b>Strategy:</b> Develop the festival city program across the city and calendar year <sup>HW</sup>		
<b>Indicator:</b> Maribyrnong is recognised as the Festival City with increased community participation and diverse celebrations		
Deliver the Festival City program	Number of festivals (>18pa), including NYE celebrations delivered	● Completed
Implement a refreshed Festival City Program	Implement a refreshed Festival City program	● Completed

\* Major initiative

<sup>HW</sup> indicates a health and wellbeing strategy

Of the 11 Growth and Prosperity actions under Council's Priority Action Plan 2020/21, 82 per cent were completed.

## Major initiatives

### Paisley Street improvements

Paisley Street is a key activity and movement spine in central Footscray that connects to buses, trams and Footscray trains. Its amenity is affected by a large number of bus movements, layovers and bus stops. Council aims to transform the street into an enhanced environment for pedestrians through wider footpaths and seating, provision of separated and raised bike lanes for children to ride safely, and increased footpath trading and outdoor café/dining opportunities with an avenue of trees along the street. The detailed design of the street was completed and engagement undertaken. The creation of a new Bus Interchange in Irving Street (next to the train station) by the Department of Transport is needed to unlock the proposed development works in Paisley Street.

### Development Contribution Plan

The Maribyrnong Development Contribution Plan (DCP), also known as Amendment C164, will be presented to Council in July 2021. This follows a substantial amount of work during 2018 to 2021 to prepare the DCP and amendment, undertake consultation and present it to an independent Planning Panel appointed by the Minister for Planning. The Panel held a Directions Hearing in December 2020 and a Public Hearing in April 2021 to consider the amendment, which resulted in a recommendation the Amendment be adopted with changes. A DCP is a planning tool that enables Council to require developers to make a contribution towards the provision of infrastructure such as community centres, roads and bike paths to meet the needs of our growing city. The Amendment applies to all land and new development with some exemptions.

## Achievements

### Defence Site Maribyrnong

Council continues to work with the Victorian Planning Authority (VPA), which leads the planning for Defence Site Maribyrnong in collaboration with Transport for Victoria and other state and local government partners. The VPA is creating a planning framework for the future of the site that aims to include community views as reflected in new planning controls. Advocacy for community needs such as housing, transport, public

open space and improved environmental outcomes continues. The Defence Site Maribyrnong is a 127.8 hectare parcel of Commonwealth land located at 2 Cordite Avenue, Maribyrnong. The project is considered a major urban renewal opportunity in an area already undergoing significant growth and transformation.

### Streamlined planning process

The success of the previous year continued, with 89 per cent of all decisions (excluding VicSmart) made within 60 statutory days for the 2020/21 financial year. Council received 761 planning applications, an increase on last year's 678 number of applications, with 715 timely decisions made. This has facilitated hundreds of millions of dollars worth of private construction work in the City. Of the 30 decisions taken to the Victorian Civil and Administrative Tribunal (VCAT), all but four of Council's decisions were upheld. A hundred per cent of VicSmart decisions were made within 10 business days, in line with of this fast tracked approval system.

### Festival City

Known as the Festival City, Maribyrnong continued to find ways to celebrate while observing social distancing. In-person programs and activities were delivered with COVIDSafe plans where possible but there were also an increased number of digital and online programs. This included Christmas activities in the summer that enabled digital participation, while still fostering a sense of community. Council created a Maribyrnong Christmas Carol and invited the public to record themselves singing then editing this content into a music video that played on Council's Facebook page. As winter approached bringing two snap lockdowns the live music festival West Set, an event that features live music at more than 10 restaurants and event spaces in Footscray, was rescheduled. Council supported about 10 events and festivals over the year that attracted about 125,000 people, as part of a refreshed Festival City program. \$428,545 was allocated from the Festival City Grants Program to support initiatives for 2020-2021 however only \$197,287 was dispersed due to a number of festivals not being able to proceed as a result of the pandemic. A total of \$100,000 was reallocated to the Business Improvement Development grant program.

### Festival Policy

Council has a leadership role in facilitating festivals and events across the City and significantly invests in



creating and boosting these visitation and tourism initiatives. A dedicated Festivals Policy has guided the strategic direction of the program over the last 10 years. While widely regarded as a leading model for supporting a strong and vibrant festivals program, some ongoing challenges and areas for improvement have noted in recent years. The City of Maribyrnong is a dynamic community that has experienced a period of rapid growth and change. Coupled with the broad ranging impacts of COVID-19, a review of the Policy is required.

## **BID Grants**

Businesses have shown resilience in the face of the ongoing pandemic restrictions, with Council providing economic and marketing boosts to help businesses adapt. The annual Business Improvement District (BID) Grant program was bolstered with additional funds and a new category of 'Micro-grant' was introduced, which allowed individual businesses to apply for grants of up to \$1,500 per business in addition to the larger grants made available to trader groups. Over \$255,000 worth of BID grants were issued to the business community with positive feedback from recipients and some innovative projects delivered.

## **Trader development**

To continue to support and help promote the broader business community, Council funded the launch of the Maribyrnong Localised business platform in May 2021. This online platform supports businesses to network, promotes business news and events, and provides information on upcoming business opportunities. Throughout the pandemic disruption, Council's Business Concierge continued to offer support for operators. With Council waiving the permit application fees the Concierge service dealt with a higher than average number of enquiries and applications to help facilitate. For many, the disruption caused by the pandemic also provided the opportunity to explore ideas to open new businesses.

## **Love Your Local**

Community and Business Relief packages were expanded into the financial year of 2020-21 to provide an additional \$2.5m in support to vulnerable members of the community and businesses. This was on top of the \$6.5m in support allocated from April 2020 which, coupled with the zero rate rise, amounted to \$11m in support. Council launched the Love Your Local

campaign to support businesses. It featured an online platform, searchable business directory and mapping tool to locate traders in close proximity, which was especially useful when a 5km travel restriction was introduced during the pandemic. Over 80 business owners from across the municipality were featured in profile stories, which were promoted across various social media platforms to market their businesses. Between the launch in November 2020 and 30 June 2021, the platform attracted more than 18,000 unique visitors. The social media campaign included Facebook and Instagram promotion with the hashtag #loveyourlocalmari. Love Your Local advertising appeared in online lifestyle magazines and local newspapers. The initiative was supported by a poster campaign and the use of city flagpoles for promotional information. The hashtag continues to be used by local business owners and the portal [www.maribyrnong.vic.gov.au/loveyourlocal](http://www.maribyrnong.vic.gov.au/loveyourlocal) remains popular.

## **Outdoor dining**

In 2020 Council received a \$500,000 State Government grant to help restaurants and cafes affected by social distancing restrictions to increase their dining capacity by extending their premises outdoors. Parking spaces outside almost 50 businesses were converted into outdoor seating areas, with plants adding greenery on the perimeter of the temporary 'parklets'. Additionally, there was a lane closure in Yewers Street, Footscray and a road closure to enable outdoor dining along a section of Ballarat Street, Yarraville. Byron Square in Footscray was also converted into a pop up park to enable outdoor dining. A further State Government grant of \$250,000 was provided in 2021 enabling an extension and expansion of the program following feedback from more than a thousand customers supported the retention of the parklets.

## **Sporting facilities**

Public outdoor spaces and community sporting facilities across the municipality received ongoing upgrades to improve community accessibility and usability. The eastern hockey pitch at Footscray Hockey Club, located at McIvor Reserve, Yarraville was reconstructed as part of a \$1.7 million upgrade. The Henry Turner North Reserve received floodlighting upgrades and installation of an electronic scoreboard in 2020, with upgrades planned to continue in this precinct in 2022. Two tennis courts were reconstructed

at Kingsville Tennis Club. Improvements were also made to Kindersmith Reserve, Seddon Cricket Club; Johnson Reserve; Yarraville Oval, Angliss Reserve and Yarraville Gardens. A State Government grant contributed to the floodlight upgrades at Kindersmith and Angliss Reserve.

### **Bunbury Street's future**

Bunbury Street, located in the heart of Footscray, which has the Footscray Station at one end and the river at the other, connects people from across the City to the train station, leisure goes to the river, art enthusiasts to the art district on Moreland Street and is a gateway to the Melbourne CBD for drivers and cyclists. There's a need to improve street drainage and management of the deteriorating trees. Bunbury Street has a number of heritage features and is noted for its historic role, reflecting social and technological changes and links to the industrial development of the early 1900s. A rail tunnel runs underneath the street feeding trains into the CBD. Engagement began with residents to identify ways the street can retain its charm and be improved to accommodate the expected population growth in the area. Conversations will continue during 2021 to help inform the development of the concept plans.

### **Planning for West Footscray**

West Footscray's inter-war (1915-1940) and post war (1940-1960) housing is in line for protection through the application of a heritage overlay in the Maribyrnong Planning Scheme. A detailed heritage precinct study, which builds on the 2019 heritage feasibility study, was interrupted due to pandemic restrictions and the inability to undertake timely field studies. A report with amendment recommendations and changes to the Maribyrnong Planning Scheme is expected to be completed later in 2021.

### **Footscray of the future**

The State Government recognised Footscray as an important growth area when it was named a Metropolitan Activity Centre, just one of nine such locations in Victoria. It was also recognised by the State Government as a key Priority Business Precinct, with the potential for job growth. The suburb has attracted a number of development applications, resulting in the need to review the existing planning controls that will set the future character of the area. As part of this process a number of factors will be taken into consideration such as transition in height, building

setbacks, bulk and overshadowing. Feedback from relevant state agencies such as the Department of Environment, Land, Water and Planning will inform any proposed changes to the Maribyrnong Planning Scheme.

## **Challenges**

### **Braybrook Employment Precinct**

A framework is required to guide the use and development of the Braybrook Ballarat Road North Employment Precinct (known as the Braybrook North Employment Precinct). It is a significant economic hub for Braybrook and is considered a Core Employment Area in the Maribyrnong Economic and Industrial Development Strategy 2011. Work has begun on developing the plan with engagement with businesses, public authorities and service providers to identify existing issues and opportunities. A draft plan is expected to be finalised in late 2021 for wider community engagement and feedback. The project has been delayed due to the impact of the pandemic restrictions on preliminary consultation and field work. The final plan will provide an understanding of the current and future economic conditions facing the hub, as well as amenity, public realm and infrastructure improvements required to support it as a vibrant and attractive place to establish a business.

## **Outlook**

### **Skinner Reserve redevelopment**

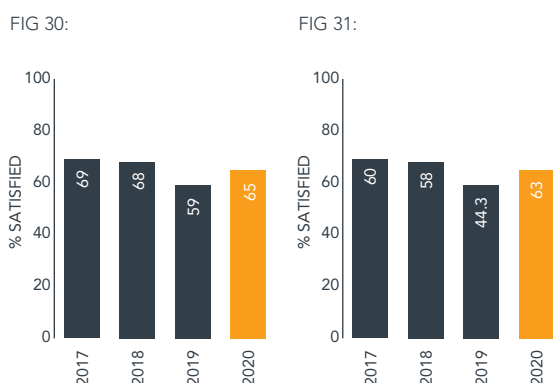
Council is delivering a \$3 million project to redevelop Skinner Reserve in Braybrook, with the support of the Western Bulldogs. The Club, which will pay 50 per cent of the upgrade costs, will use the reserve as a secondary training base for 12 hours per week and also as a base from which to run its community programs. The upgrade will result in improvements to playing surfaces, an oval comparable to the MCG playing fields, a two-lane running track, new fencing and competition lighting, improved spectator amenities and surrounds. Works are expected to be completed in mid-2022.

## Council services – statutory planning

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

**Figure 30: Accessibility of planning information and advice**

Community satisfaction is sitting solid, previous feedback was based on only a small sample size of 29 respondents.



**Figure 31: Community consultation and involvement in statutory planning**

Community satisfaction increased to solid, previous feedback was based on a small sample size of 29 respondents.

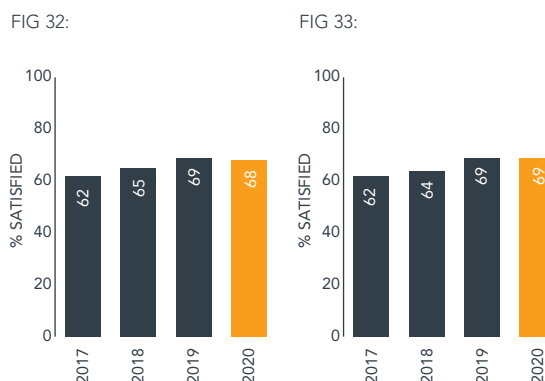
Source: Maribyrnong annual community survey

## Council services – strategic planning

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

**Figure 32: Quality and appearance of new developments**

Satisfaction remains ranked as good.



**Figure 33: Maintaining local heritage and sites of significance**

Satisfaction continues to be ranked as good.

Source: Maribyrnong annual community survey

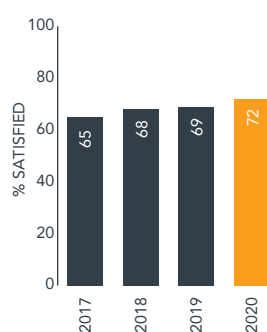
### Council services – economic growth

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

**Figure 34: Promoting local economic development**

Satisfaction continues to increase and is now ranked as very good.

FIG 34:



Source: Maribyrnong annual community survey

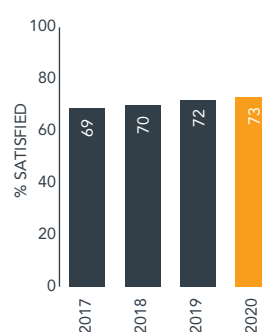
### Council services – maintenance and cleaning of shopping strips

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

**Figure 35: Maintenance and cleaning of shopping strips**

The level of satisfaction for cleaning of shopping strips is ranked very good and continues to increase.

FIG 35:



Source: Maribyrnong annual community survey



## Performance reporting

Table 14: Statutory planning

	2017/18	2018/19	2019/20	2020/21
Planning applications received	867	707	678	761
Planning application decisions	781	697	689	715
<b><sup>1</sup>Time taken to decide planning applications</b>	112	116	103	86
The median number of days between receipt of a planning application and a decision on the application				
<b><sup>2</sup>Planning applications decided within required timeframes</b>	63%	72%	81%	89%
Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits/ number of application decisions made				
Victorian Civil and Administrative Tribunal (VCAT) decisions	21	24	34	30
<b><sup>3</sup>Council planning decisions upheld at VCAT</b>	81%	75%	85%	87%
(Number of VCAT decisions that did not set aside council's decision in relation to a planning application/number of VCAT decisions in relation to planning application) x 100				
<b><sup>4</sup>Cost of statutory planning service</b>	\$2,240.06	\$2,703.72	\$2,915.40	\$2,664.26
Direct cost of the statutory planning service/number of planning applications received				

1. Council continues to improve the time taken to decide planning applications, with extensions of time to provide further information generally reducing. Increasing the number of pre-application discussions has also reduced the overall time taken to decide applications.
2. Productivity significantly increased with staff working remotely during 2020. This has enabled decisions to be made in a more timely manner.
3. Council's decisions continue to be sound, based on the planning merits of the case. In only 4 of 31 decisions did VCAT set aside Council's decision.
4. The cost of service has decreased slightly due to staff vacancies that were not filled during lockdown periods. An increase in applications year on year has also brought down the cost per application.

Table 15: Festival and community grants

	2017/18	2018/19	2019/20	2020/21
Festival grants – total funds available	\$312,900	\$312,900	\$363,545	\$428,545*
Community grants – total funds available	\$169,000	\$170,000	\$170,000	\$170,000

\* Only dispersed \$197,287 due to a number of festival not being able to proceed due to the pandemic. \$100K was reallocated to BID Grants and \$131K was a saving.

Table 16: Food safety

	2017/18	2018/19	2019/20	2020/21
<b><sup>1</sup>Time taken to action food complaints</b>	1 day	1 day	1 day	1 day
Number of days between receipt and first response action for all food complaints/number of food complaints				
<b><sup>2</sup>Food safety assessments</b>	99%	100%	100%	100%
Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> /number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>				
<b><sup>3</sup>Critical and major non-compliance outcome notifications</b>	101%	100%	100%	99.22%
(Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises) x 100				
<b><sup>4</sup>Cost of food safety service</b>	\$587.73	\$477.67	\$520.45	\$592.35
Direct cost of the food safety service/number of food premises registered or notified in accordance with the <i>Food Act 1984</i>				


1. Complaints which are received late on Fridays are not picked up until Monday morning so measures are in place to ensure complaints are acknowledged and actioned to avoid any delays.

2. COVID-19 has impacted on the process of safety assessments but staff have been working under controlled conditions to ensure required assessments are completed in time as required.

3. Due to a non-compliance being identified very late in the reporting period, the follow up was unable to be completed within the required timeframe. The follow up for this assessment to be reflected in the next reporting period, which brings the result down to 99% compliance.

4. Over the past 12 months there has been a considerable reduction in the number of food businesses operating within the municipality. This has resulted in a rise in the overall cost per premise compared to previous year. With the ongoing Council efficiency improvements, we envisage the cost of food safety related services to reduce over the coming years.





*There are lovely walking trails and shared pathways throughout the City of Maribyrnong but a ramble by the Maribyrnong River is always a favourite form exercise for the whole family.*

Photo by Nico Photography



## 05 Mobile and connected city

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



**7.8K**

7,885 square metres of sealed local roads reconstructed



**2.5K**

2,516 square metres of new pedestrian paths installed



**100**

100 bicycle hoops installed at various locations

Table 17: Delivering Council's Priority Action Plan 2020/21

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

ACTION	2020/2021 GOAL	2020/21 OUTCOME
<b>Strategy:</b> Create a connected, pedestrian and bicycle friendly city <sup>HW</sup>		
<b>Indicator:</b> Safer and integrated pedestrian and bicycle networks		
Implement bicycle infrastructure in accordance with the Maribyrnong Bicycle Strategy 2020-2030 *	Commence delivery of the actions supporting the Maribyrnong Bicycle Strategy 2020-2030	● Completed
<b>Strategy:</b> Support the development of sustainable transport options to reduce truck traffic and pollution <sup>HW</sup>		
<b>Indicator:</b> Cleaner, safer and less congested residential streets and neighbourhoods		
Continue to work with the West Gate Tunnel Authority, project partners and stakeholders on the West Gate Tunnel Project to optimise community benefits	Liaison with the West Gate Tunnel – Major Transport Infrastructure Authority, project partners and stakeholders conducted through weekly project meetings and monthly coordination meetings	● Completed
<b>Strategy:</b> Improve amenity and reduce traffic congestion through local area traffic management		
<b>Indicator:</b> Reduced traffic speeds and volumes and improved road safety		
Undertake Braybrook South Local Area Traffic Management Study (LATM)	Report presented to Council on the Final Traffic Management Plan	● Completed
Develop safer roads through 40km/h speed limit in Area 4 (West Footscray) and Area 7 (Kingsville)*	Report presented to Council on the Final Traffic Management Plan	● Completed



Implement LATM recommended treatments at various locations in West Footscray and Kingsville	Report presented to Council on the Final Traffic Management Plan	● Completed
<b>Strategy:</b> Provide locally responsive and safe parking throughout the city		
<b>Indicator:</b> Parking management precinct plans prepared and implemented		
Continue to monitor, consult and adjust/hold Council's parking management policy	Complete and publish the annual parking and management report	● Completed
<b>Strategy:</b> Develop an Asset Management System		
<b>Indicator:</b> System developed and aligned to ISO 55000		
Develop the 10 Year Asset Management Plan	Asset Management Plan approved and adopted by Council	● Completed
<b>Strategy:</b> Develop the city as a 'smart city' using technology initiatives to manage the city's resources and services in more effective ways		
<b>Indicator:</b> Projects and partnerships identified to deliver sustainable social, economic and urban developments		
Implement and deliver the Footscray Smart City for Social Cohesion (Footscray SC2) Program*	Present to Council a draft Smart City Strategy for consideration.	● Completed

\* Major initiative

<sup>HW</sup> indicates a health and wellbeing strategy

Of the eight Mobile and Connected City actions under Council's Priority Action Plan 2020/21, 100 per cent were completed.

## Major initiatives

### Bicycle Strategy

The first year of actions for the Maribyrnong Bicycle Strategy 2020-2030 were completed with detailed designs of improved bicycle infrastructure developed for Hyde Street, Bristow Street and Parker Street as well as detailed designs for separated bike lanes on French Street, Footscray between Irving and Barkly streets. The French Street upgrade is scheduled for construction in September 2021. City wide improvements include installation of 100 bicycle hoops and three bike maintenance stations at various locations. Additionally, counters were installed at four sites to monitor cycling and data will be used to develop further improvements. Council is also continuing discussions with the Department of Transport to develop a pop up bicycle lane project. The project seeks to increase ridership through the installation of trial bicycle lanes,

speed reduction and line marking to reduce pressure on public transport within the City. Once the scope of the project is identified, community engagement will follow to ensure outcomes are consistent with the Maribyrnong Bicycle Strategy.

### Traffic management

To improve amenity and reduce traffic congestion, the West Footscray Local Area Traffic Management Study (LATM) was completed in 2020 following consultation. This was in addition to progressing Council's safer roads objectives with a reduction of speeds to 40km/h in Footscray CBD, Kingsville and Yarraville. Council also developed a Traffic Management Plan for Braybrook (south). It addresses community consultation feedback such as the call to reduce speed to 40km/h in some areas, provide infrastructure such as pedestrian crossings and raised intersections.

## Smart City

A draft Smart City Strategic Framework was developed following community consultation to direct the success of the Smart City program. The framework prioritises the needs and concerns of the community and provides useful digital and innovation solutions. The use of smart technologies aims to create a more liveable, accessible, connected, safe, sustainable and engaged community. A final version of the Smart City Strategic Framework and accompanying Implementation Plan is expected to be completed in the first quarter of 2021-22. The Smart City project expanded into Quarry Park, where counters were installed to monitor the busiest times of the year when the Mountain Bike track was used. Data showed it was used 20,000 times per month which was well above the estimated usage. This data will help Council manage the maintenance program based on actual usage patterns.

## Achievements

### Road Safety

Council's approach to improving and managing road safety throughout the City is outlined in the Road Safety Strategy and Action Plan 2021–2030. It works towards achieving zero fatalities and a decrease in all crash injuries within the City of Maribyrnong by 2030. Actions Council will take to support the Strategy goals include working to ensure our roads, footpaths, public open spaces and road signage are compliant, maintained and kept in a safe, working order. Council is continuing to listen and engage with residents so that their concerns regarding road safety and accessibility are understood. Council is also supporting active transport, such as walking and cycling, which is extremely important for a healthy and sustainable community and requires special consideration of the vulnerability of pedestrians and cyclists.

### Parking management

Paid parking was reintroduced in the Paisley Street carpark beside the Footscray Library, one of three Council owned public car parks in Footscray. Paid parking aims to boost frequency of trading and visits to libraries, businesses and restaurants located in the area with more parking spaces available for potential customers as a result of increased parking space turnover. A cashless option to pay by phone service with the EasyPark phone app was introduced. This is the first time paid parking has operated in Footscray

since 2015. Council had expected to reintroduce paid parking to Irving Street car park and Picket Street car park also, but this was deferred following community feedback. Council continues to monitor, consult and adjust parking across the City in line with the Parking Management Policy. Council's 2017 Parking Management Policy identifies parking is 'at capacity' when available spaces are above 85 per cent occupied at times of peak demand, which triggers the need for parking management measures.

### Ride2School Day

Students at Kingsville Primary School celebrated national Ride2School Day with safer cycling routes to and from school thanks to Bicycle Network's Ride2School Active Paths program.

Delivered by Council and supported by \$100,000 in grant funding from the Department of Transport, the program encourages children to get outdoors and walk or ride to school. By using infrastructure such as path decals and signage to safely lead students from communal starting points outside of school, all the way to the school gates, Active Paths help create safer road environments for our youngest road users. Brightly coloured path decals are used as 'way points' along the recommended travel paths to help educate children about road safety and direct them to the school gates safely. 'Stop point' markers are located on every road crossing to remind students to 'Stop, Look, Listen, Think,' before crossing sensibly.

### West Gate Tunnel

The West Gate Neighbourhood Fund offered local clubs and organisations the opportunity to apply for funds under two streams – partnerships and grants. In March there were 10 successful partnership applications, sharing in a total of \$3,314,739.00. Council also successfully received \$520,000 to update community infrastructure and improve road safety in Yarraville. The grants stream opened in May providing opportunities for community organisations to apply for funding up to \$10,000 for one off projects, up to \$20,000 for festivals, installations and events and up to \$100,000 for community facilities. Groups who applied for the second stream of funding are expected to be notified at the end of 2021. Council is responsible for the funding administration of the program on behalf of the West Gate Tunnel Project.

## Looking after assets

Keeping our streets clean, roads smooth, buildings in good shape and parks greener is part of Council's asset management. Reviews of all asset management practices were completed in September. Assets can range from infrastructure such as buildings, land and roads to vehicles, equipment and other property owned by Council. Early in 2022, Council will be engaging on a 10-year Asset Management Plan. This document will identify and recommend how Council should manage and maintain assets, plan for replacement of aged infrastructure and provides a 10-year forecast as to the cost to maintain and replace infrastructure.

## Vietnamese centre

Vietnamese Museum Australia has entered the planning permission process to purchase 220 Barkly Street, Footscray following Council's resolution to sell the land in September 2020 to the group. The land will be used to build a Vietnamese cultural and heritage centre. This follows the group's expression of interest to purchase the site in 2020. The Maribyrnong Tourism Visitation Strategy 2017 highlighted the potential to boost tourism to the City with the development of a Vietnamese cultural and heritage centre in Footscray. This builds on cultural attractions such as the Little Saigon market precinct with the magnificent Welcome Arch, the Quang Minh Temple and authentic Vietnamese cuisine available in Footscray.

## Electric Vehicle Charging

Following community engagement earlier this year, Council endorsed the Electric Vehicle Charging Infrastructure Policy, which seeks to guide the installation and availability of charging infrastructure across the City. The Policy recommends working with the private sector to facilitate the installation of electric vehicle charging infrastructure at a number of priority locations across the City on a pilot trial. The trial locations include installation near Maribyrnong Aquatic Centre and Highpoint Shopping Centre, and upgrades to existing facilities at Footscray Town Hall and Council Depot.

## Polka Dots

Bold polka dots were painted as safety measures on three intersections in Yarraville as part of a trial to encourage drivers to slow down and give more visibility to other road users such as pedestrians, cyclists and other drivers. Modifications were made following concerns that some children, when crossing the road, at first thought the polka dots indicated an area to play. In response an independent Road Safety Audit was conducted and temporary speed cushions were installed near the intersection of Ballarat/Canterbury Street for the duration of the trial. Data collected showed that most vehicles travelled through these areas below 30 km/hr. Council also submitted an application with the Department of Transport to turn the intersection of Ballarat/Canterbury Street, one of the intersections where the dots are located, into a shared zone where pedestrians would have priority and vehicular speed limits would reduce to 20 km/h. The trial is scheduled to end in September 2021 when a decision on the future of the colourful traffic calming measure will be made.

## Outlook

Council will consider extending the parklet trial across the City until April 2022. Consideration will include reviewing traffic management issues relating to the part closure of Ballarat Street in Yarraville to accommodate the outdoor dining pop up park. Traffic management in the area is already being reviewed as part of a joint study between Council and Metro Trains Melbourne. The movement of traffic through the central business district is impacted by the proximity of the train station and the blocking of traffic due to the lowering of the boom gates. The new pop up park in Ballarat Street has also restricted traffic movement and created congestion in the centre, particularly Anderson Street.

Further analysis and assessments are required to determine the future of the Ballarat Street pop up space.

## Council services – roads and footpaths

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

**Figure 36: On and off road bike paths**

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

FIG 36:

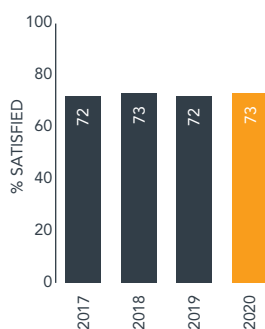
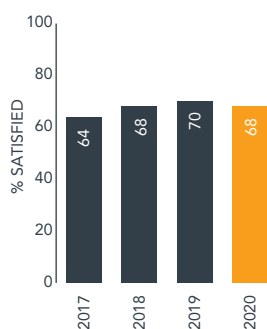


FIG 37:



**Figure 37: Maintenance and repair of footpaths**

Community satisfaction with maintenance and repair of footpaths slightly declined but remains ranked as good.

Source: Maribyrnong annual community survey

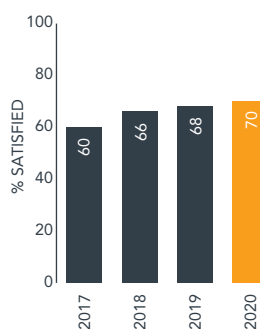
## Council services – traffic management

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

**Figure 38: Council services – traffic management**

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

FIG 38:



Source: Maribyrnong annual community survey



## Performance reporting

Table 18: Roads

	2017/18	2018/19	2019/20	2020/21
<b><sup>1</sup>Sealed local road requests</b>	105	114	133	106
(Number of sealed local road requests/kilometres of sealed local roads) x 100				
<b><sup>2</sup>Sealed local roads maintained to condition standards</b>	86%	91%	94%	99%
(Number of kilometres of sealed local roads below the renewal intervention level set by Council/kilometres of sealed local roads) x 100				
<b><sup>3</sup>Satisfaction with sealed local roads</b>	66	69	71	70
Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads				
<b><sup>4</sup>Cost of sealed local road reconstruction</b>	\$123.02	\$169.48	\$173.11	\$163.80
Direct cost of sealed local road reconstruction/square meters of sealed local roads reconstructed				
<b><sup>5</sup>Cost of sealed local road resealing</b>	\$33.14	\$34.65	\$0	\$20.45
Direct cost of sealed local road resealing/square meters of sealed local roads resealed				

1. Council's Road Management Plan compliance has increased above 95% consistently for nearly two years, which has seen reduced sealed local road maintenance requests. In addition, since the beginning of the pandemic, vehicular movement has decreased, thus reducing number of requests on sealed local roads maintenance.
2. The change from 2019-20 is insignificant. However, the overall trajectory of roads maintained to condition standards is progressively increasing.
3. Customer satisfaction in relation to sealed local roads has been improving year on year, which is reflective of improved service delivery.
4. The decrease in unit cost of sealed road reconstruction is due to market response during pandemic. Council has seen decrease in unit cost of construction in every asset class during 2020-21.
5. Council did not resurface any roads during 2019-20 (with exception of the resurfacing that formed part of a larger reconstruction project). The unit cost is based on competitive tendering rate, and subsequent contract, under which Council delivered resurfacing works in 2020-21.







Every Friday for four weeks from April to May, the Footscray Station forecourt was transformed at twilight into a bustling night market, offering hawker-style food, stalls, eclectic entertainment and music, attracting both residents and visitors to the City's COVIDSafe event.

Photo by Ceballos Photography

## 06 Clean and green

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



**9.4K**

9,423 households subscribed to green waste bins



**1.5K**

More than 1,500 trees planted



**7.2K**

7,299 tonnes of waste material recycled

**Table 19: Delivering Council's Priority Action Plan 2020/21**

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

ACTION	2020/2021 GOAL	2020/21 OUTCOME
<b>Strategy:</b> Deliver an urban forest strategy and a sustainable urban tree population <sup>HW</sup>		
<b>Indicator:</b> An increase in the urban tree network of minimum 1,500 per annum		
Prepare a planning scheme amendment to protect significant trees in the city, to increase canopy cover	Present the exhibition findings to Council for consideration (subject to Ministerial authorisation)	● Completed
Increase the tree population, (by 1,500 trees), within Streets, Parks and Open Spaces, contributing to the outputs, (KPI's), within Councils Urban Forest Strategy 2018	Report to Council on completion of annual program	● Completed
<b>Strategy:</b> Improve the city's resilience to environmental challenges and in particular air quality <sup>HW</sup>		
<b>Indicator:</b> Improved air quality through a range of measures including increased tree canopy and greening of urban centres		
Prepare an air quality improvement plan	Present draft policy to Council for endorsement	● In progress
<b>Strategy:</b> Progress Zero Carbon Maribyrnong <sup>HW</sup>		
<b>Indicator:</b> Annual compliance with zero carbon corporate emissions		
Commence implementation of the Climate Emergency Plan, with a focus on reducing carbon emissions and biodiversity *	Present draft paper to Council	● Completed



**Strategy:** Substantially increase Council's waste diversion rate

**Indicator:** Improved cleanliness in Footscray CBD with less graffiti, dumped rubbish and complaints

Continue implementation of the Towards Zero Waste Strategy, with a focus on:	i) Waste diversion rate increased from previous year	● Completed
i) Food Organics, Green Organics	ii) Year 2 actions commenced, as per strategy	
ii) Single Use Plastics *		

\* indicates a Major initiative

<sup>HW</sup> indicates a health and wellbeing strategy

Of the five Clean and Green actions under Council's Priority Action Plan 2020/21, 80 per cent were completed.

## Major initiatives

### Climate Emergency

In 2019 Council acknowledged a state of climate emergency that requires urgent action by all levels of government, including local councils. Following this, Council's Climate Emergency Strategy was developed in 2020 with the Climate Emergency Community Advisory Group. The Strategy focuses on mitigation – not contributing further to the climate emergency – and sets overarching goals to do this. The Strategy is based on three critical outcomes – to limit emissions of greenhouse gases to low/zero, to drawdown/sequester emissions already in the atmosphere, and to work with our community to achieve these outcomes. To understand what actions and work is needed to deliver on these goals, Council is developing a Draft Climate Emergency Action Plan. To date, this Draft has included significant cross-Council input, and collaboration with Traditional Owners and First Nations peoples of Maribyrnong. Next steps are for the Draft Action Plan to be approved by Council for community input.

### Towards Zero Waste Strategy

From August 2020 residents throughout the City were able to use their existing green waste bin to recycle all types of food waste as well as their garden waste. Expanding the green waste service to include food and organic waste recycling was the first key phase of Council's Food and Garden Waste Recycling Program. The next phase of the program will see food and garden waste bins delivered to 13,000 stand alone residential dwellings across the municipality in October/November 2021. Council is also committed to the elimination of single use plastic and is developing a Single-use Plastics Policy.

## Achievements

### Tree planting

Greening the city continues with the planting of more than 1,500 trees in streets, parks and activity centres. Tree planting helps reduce summer temperatures through increased canopy cover, reduces storm water run-off, provides a habitat for local wildlife, and captures airborne pollutants. A combination of native and exotic trees that are resilient and adapt well to urban environments have been planted. Tree planting measures are part of Council's Urban Forest Strategy.

### Significant Tree Register

Council recognises the importance of tree protection in the City and has worked since 2018 to establish a Significant Tree Register. Planning controls to protect these trees, known as Amendment C163, have moved through public consultation. An independent Planning Panel reviewed submissions in May 2021 and their findings will be presented to Council later in the year. If supported, the final step will be to have Amendment C163 approved by the Minister for Planning and adopted into the Maribyrnong Planning Scheme. There are about 80 private trees on the register that would require a permit to prune, be removed or to be able to build near root systems.

### Achievement Award

The Inner West Air Quality Reference Group was awarded the Werner Strauss Clean Air Achievement Award 2020. The award, which recognises individuals or organisations who, in the judgment of the society, have made an outstanding contribution to the field of air quality was announced at the Clean Air Society

of Australia and New Zealand's (CASANZ) AGM in December 2020. The Inner West Air Quality Reference Group is made up of representatives from the community, community groups from the inner west, and Maribyrnong, Brimbank and Hobsons Bay councils. The group met 22 times to investigate and better understand local air pollution issues, concerns, and sources across Melbourne's inner west, and has recently developed a public report containing a range of findings and recommendations for government consideration on actions to address air quality issues in the inner west.

## Stony Creek rehabilitation continues

More than 3,000 indigenous plants were planted along Stony Creek, including in a section of Cruickshank Park. The planting delivered on a key action in the Maribyrnong City Council Stony Creek Future Directions Plan 2020 and Melbourne Water's Stony Creek Rehabilitation Plan 2019-2029, which supports a collaborative effort to restore and maintain the area. Stony Creek is a vital waterway in our City that flows from the west through Braybrook, Tottenham, West Footscray and Yarraville to reach the Yarra River near the West Gate Bridge.

## Solar Panels

Residents can now access affordable and high quality solar panels and/or battery storage installations through Council's Solar Savers program. The program offers a way to reduce energy bills and future-proof against increasing energy costs, while reducing the climate impact at the same time. Through Solar Savers, eligible residents can receive a free home energy assessment and support with upfront costs of installation, including Victorian Solar Rebates.

## Challenges

### Air quality

A report was developed by the Inner West Air Quality Community Reference Group: 'Air Pollution in Melbourne's Inner West: taking direct action to reduce our community's exposure'. This report was presented to the State Government in August 2020. It details the air pollution issues and impacts within the Inner West and contains 26 recommendations, with 65 supporting actions, on ways to tackle the impacts of local air pollution. The report acknowledges the need to reverse the higher incidence of health problems experienced by those living in the inner west when compared to the broader Australian population. The Inner West Air Quality Community Reference Group

includes representatives from the community, local councils and community groups. Maribyrnong City Council had direct representation in this group. An Air Quality Improvement Plan and advocacy framework will be developed for Council which includes key advocacy points, informed by the above report.

## Outlook

### Powered up

Council will commence participation in the Victorian Energy Collaboration (VECO) from 1 July 2021, working towards using 100 per cent renewable energy across all facilities and services. Maribyrnong is one of 46 Victorian councils to participate in this largest ever emissions reduction project by local government. By providing councils with renewable electricity from wind power, the VECO partnership will avoid 260,000 tonnes of carbon dioxide equivalent emissions annually, while saving money at the same time. With electricity contributing to around 75 per cent of Council's greenhouse emissions, sourcing renewable electricity for council sites is a critical step in responding to the climate emergency.

Figure 39: Weekly waste collection

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

FIG 39:

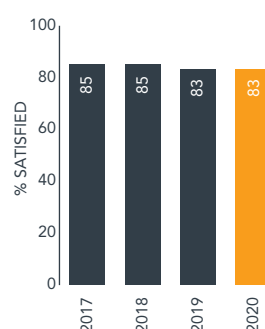


FIG 40:

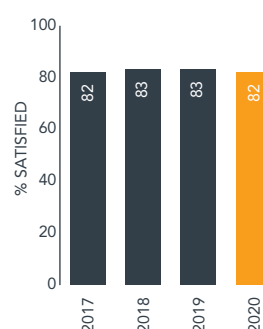


Figure 40: Green waste collection

Satisfaction decreased slightly but continues to be ranked as excellent.

Source: Maribyrnong annual community survey

## Performance reporting

Table 20: Energy and water use

	2017/18	2018/19	2019/20	2020/21
Total greenhouse emissions (tonnes CO <sub>2</sub> e)	9,704	9,573	9,112	8,270
Minus use of Greenpower/other offsets	9,704	9,573	9,112	8,270
Total (tonnes CO <sub>2</sub> e)	0	0	0	0
Water consumption (megalitres)	391	402	303	261

Table 21: Waste collection

	2017/18	2018/19	2019/20	2020/21
Waste to landfill (tonnes)	19,324	18,705	10,394	24,887
<b><sup>1</sup>Kerbside bin collection requests</b>	133	167	212	158
(Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households) x 100				
<b><sup>2</sup>Kerbside collection bins missed</b>	8	7	8	8
(Number of kerbside garbage and recycling collection bins missed/number of scheduled kerbside garbage and recycling collection bin lifts) x 10,000				
Recycling (tonnes)	7,428	7,248	7,514.4	7,299
<b><sup>3</sup>Kerbside collection waste diverted from landfill</b>	33%	33%	35%	30%
(Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins) x 100 <sup>1</sup>				
<b><sup>4</sup>Cost of kerbside garbage bin collection service</b>	\$119.23	\$123.89	\$119.37	\$118.90
Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins				
<b><sup>5</sup>Cost of kerbside recyclables collection service</b>	\$26.63	\$44.73	\$51.12	\$57.78
Direct cost of the kerbside recyclables collection service/number of kerbside recyclables collection bins				
Number of households subscribing to green waste bins	8,675	9,242	10,070	9,423
Green waste processed (tonnes)	2,221	1,983	2,880	3,191
Hard waste collections completed – residential properties	10,035	9,443	8,372	7,656
Hard waste collections completed – multi-unit developments	1,793	2,196	2,184	2,206

1. A significant reduction in customer request can be attributed to increased level of service to meet pandemic challenges.

2. The increase of 2% is not material. In 2020-21, more people worked from home, that led to more cars parked on the street thus increasing number of missed collections.

3. The diversion rate has decreased, which is largely attributed to use of single disposable items (masks, straw, single use cups and plastics) during pandemic.

4. There was no material change in collection cost.

5. The increase in recyclables collection is attributed to the management of recyclables cost. As opposed to generating revenue from recyclables, Council is now required to pay for disposal, which has resulted in cost increase.

# Corporate governance

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

## Councillor conduct

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

The Councillor Code of Conduct, was adopted on 16 February 2021 and endeavours to foster good working relations between Councillors to enable them to work constructively together in the best interests of the municipality as a whole. The document includes the standards of conduct expected to be observed by Councillors and the procedures for failure to abide by these standards.

## Conflict of interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires councillors to act in the public interest. When a Council delegates its powers to a Council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the

public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests. During 2020-21, no conflict of interests were declared at Council and Delegated Committee meetings.

## Councillor allowances

Under the *Local Government Act 2020*, Councillors receive an allowance for performing their duty. The Minister for Local Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. As a Category Two council, the Councillor allowance was fixed at \$26,245 per annum and \$81,204 for the Mayor on 1 December 2019 by the Minister of Local Government. The Mayoral and Councillor Allowances were advertised on 28 April 2021 with the public invited to make submissions on the review of the allowances in accordance with the *Local Government Act*.

**Table 22: Summary of the allowances and superannuation**  
1 July 2020 to 23 October 2020

COUNCILLOR	ALLOWANCE AND SUPERANNUATION (INCLUSIVE)
Cr Megan Bridger-Darling	\$6,613.74
Cr Sarah Carter (Mayor)	\$ 20,463.40
Cr Simon Crawford	\$6,613.74
Cr Gina Huynh	\$6,613.74
Cr Cuc Lam	\$6,613.74
Cr Mia McGregor	\$6,613.74
Cr Martin Zakharov	\$6,613.74



10 November 2020 to 30 June 2021

<b>COUNCILLOR</b>	<b>ALLOWANCE AND SUPERANNUATION (INCLUSIVE)</b>
Cr Sarah Carter	\$ 20,797.22
Cr Michael Clarke (Mayor)	\$ 64,348.05
Cr Simon Crawford	\$ 20,797.22
Cr Jorge Jorquera	\$ 20,797.22
Cr Cuc Lam	\$ 20,797.22
Cr Bernadette Thomas	\$ 20,797.22
Cr Anthony Tran	\$ 20,797.22

## Councillor expenses

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

**Table 23: Councillor Expenses**

<b>COUNCILLOR</b>	<b>TRAVEL AND CAR MILEAGE</b>	<b>MEMBERSHIPS</b>	<b>CHILD CARE</b>	<b>INFORMATION AND COMMUNICAT- IONS</b>	<b>CONFEREN- CES, TRAINING AND EVENTS</b>	<b>TOTAL</b>
1 July 2020 to 23 October 2020						
Cr Megan Bridger-Darling				286.66		<b>286.66</b>
Cr Gina Huynh				248		<b>248</b>
Cr Mia McGregor				248		<b>248</b>
Cr Martin Zakharov				248		<b>248</b>
1 July 2020 to 30 June 2021						
Cr Sarah Carter	457.50			1,875.42	2,465.28	<b>4,798.20</b>
Cr Cuc Lam	461.47	605		682	3,059.10	<b>4,807.57</b>
Cr Simon Crawford	461.57			686.35	2,145.10	<b>3,293.02</b>
24 October 2020 to 30 June 2021						
Cr Anthony Tran	208.08			534.75	2,549	<b>3,291.83</b>
Cr Bernadette Thomas				886.32	3,016.78	<b>3,903.10</b>
Cr Jorge Jorquera				273.45	2,460	<b>2,733.45</b>
Cr Michael Clarke	461.57			571.38	2,174	<b>3,206.95</b>

## Meetings and committees

### Council meetings

Council Meetings are generally held on the third Tuesday of each month. Members of the community are welcome to attend and submit a question to Council.

Chair of Council meetings

- Cr Sarah Carter (from 1 July 2020 to 23 October 2020)
- Cr Michael Clarke (from 10 November 2020 to 30 June 2021)

**Table 24: Councillor attendance**

1 July 2020 to 23 October 2020

COUNCILLOR	COUNCIL MEETING 5 in total held during the period
Cr Megan Bridger Darling	5
Cr Sarah Carter	5
Cr Simon Crawford	5
Cr Gina Huynh	5
Cr Cuc Lam	5
Cr Mia McGregor	5
Cr Martin Zakharov	5

10 November 2020 to 30 June 2021

COUNCILLOR	COUNCIL MEETING 8 in total held during the period
Cr Michael Clarke (Mayor)	8
Cr Sarah Carter	7
Cr Simon Crawford	8
Cr Jorge Jorquera	8
Cr Cuc Lam	8
Cr Bernadette Thomas	7
Cr Anthony Tran	8

While Council delegates the majority of operational decisions to Council staff, Councillors adopted a number of significant policies, strategies and plans during 2020-2021, including:

- Art and Heritage Collection Policy
- Asset Management Plans 2020
- Audit and Risk Committee Charter
- Climate Emergency Strategy
- Community Engagement Policy
- Council Plan 2021-2025
- Council Support, Expenses and Reimbursement Policy
- Councillor Code of Conduct
- Councilor Gift and Hospitality Policy
- Early Years Infrastructure Plan 2020-2041
- Election Period Policy
- Governance Local Law 2021
- Governance Rules
- Long Term Financial Strategy 2020-2030
- Public Transparency Policy
- Road Safety Strategy and Action Plan 2021-2030
- Reconciliation Action Plan
- Strategic Resource Plan 2019-2023
- Strategy for Children, Young People and Their Families 2030
- The Greening the West Strategic Plan 2020-2025
- Volunteer Strategy and Action Plan 2020-2030
- West Footscray Community Facilities Plan 2020

### City Development Special Committee

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

Chair of City Development Special Committee

- Cr Gina Huynh (1 July 2020 to 23 October 2020)
- Cr Sarah Carter (10 November 2020 to 30 June 2021)

## Enterprise Maribyrnong Special Committee

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

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

Chair of Enterprise Maribyrnong Special Committee:

Celestine Hade (1 July 2019 to 30 June 2021)

## Planning forums

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

## Advisory and community groups

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

## Inner Melbourne Action Plan (IMAP)

The Inner Melbourne Action Plan (IMAP) Implementation Committee (Committee) was a Special Committee of five councils working as one. Established in 2006 under section 86 of the *Local Government Act 1989*, it comprised representatives from the Cities of Port Phillip, Yarra, Melbourne, Maribyrnong and Stonnington.

The IMAP Committee met quarterly to oversee implementation of the five goals and 27 strategies included in the Inner Melbourne Action Plan 2016–26. The IMAP 2016–26 helped build creativity, liveability, prosperity and sustainability across a range of diverse neighbourhoods experiencing rapid growth. It operated under the brand 'Making Melbourne More Liveable'.

While all IMAP members remained committed to the goals, there was keen interest from IMAP members in expanding the group and sharpening its strategic focus to strengthen the value proposition for constituents. There was unanimous agreement that the primary focus of IMAP moving forward should be advocacy with a sharp focus on three to five key strategic issues. These issues could include affordable housing and homelessness, economic recovery and job creation, subject to engagement with members. There was also a strong appetite to expand the group to include four additional councils to better represent the inner city and Greater Melbourne.

In mid-2021 the City of Maribyrnong resolved to join M9, joining the local governments of Darebin, Hobsons Bay, Moonee Valley, Moreland, Melbourne, Stonnington, Port Phillip and Yarra in this new group with a clearly defined advocacy agenda.

## Governance and management

Council is committed to meeting high standards of corporate governance, with a strong leadership group ensuring it acts with accountability, integrity and openness. For Council's Governance and Management Checklist, see page 99.

Council administration is led by the Chief Executive Officer who is employed by Council to ensure its decisions are carried out. The organisation has a total head count of 746 permanent, temporary and casual staff to provide services to the public and professional advice to the Council.

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

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

### Chief Executive Officer

#### Stephen Wall\*

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

Business (Human Resources Management/Accounting). He also completed a short course at Harvard Kennedy School of Executive Education, Driving Government Performance: Leadership Strategies that Produce Results. Stephen has held a number of non-executive Director roles with not-for-profit boards, and is a graduate (GAICD) and member of the Australian Institute of Company Directors and the Local Government Professionals (LGPro). The Chief Executive Officer has overall responsibility for the implementation of the Council Plan and providing timely advice to the Council on the performance of the organisation.

\*Stephen Wall resigned effective from July 2021.

### Director Corporate Services

#### Celia Haddock

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

Corporate Services provides services essential

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





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

\*Celia Haddock acted as CEO from July 2021.

## Director Planning Services

### Nigel Higgins\*

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

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

\*Nigel Higgins resigned effective from November 2020.

## Director Community Services

### Clem Gillings

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

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

## Director Infrastructure Services

### Steve Hamilton\*

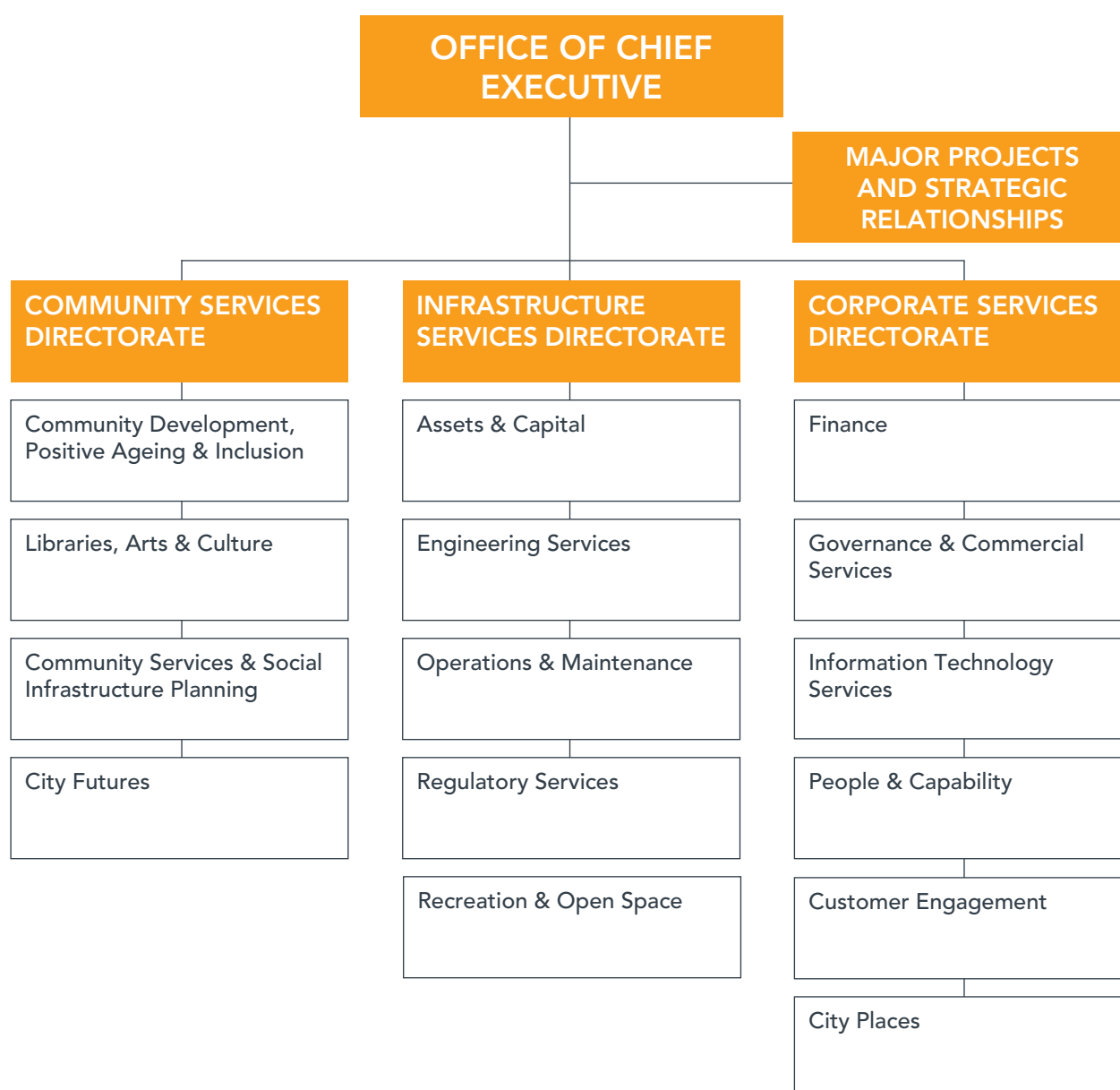
Steve commenced with Maribyrnong in August 2018, returning to the local government sector with a focus on advocating for and delivering positive infrastructure outcomes for communities. Steve has over 25 years' experience across the public and private sectors, including Acting Chief Executive Officer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

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

\*Steve Hamilton resigned effective from mid-August 2021.



Figure 41: Organisational structure



## Realignment

Following the departure of the Director of Planning Services in November 2020 the organisation restructured, formally adopting a three directorate approach in early 2021 (from four directorates). The number of departments and services remained the same as the three Planning Services departments were evenly redistributed to each of the other 3 directorates (as per the organisational structure). A subsequent realignment of seven services took place in May 2021 (not shown here, as this chart is at the Departmental Level).

## Audits and risk management

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

## Audit and Risk Committee

The Audit and Risk Committee's role is to oversee Council's internal control procedures and risk management processes. Under the Audit and Risk Committee Charter, it ensures there is a balance of compliance, internal control and operational audits. The Committee also provides advice to help Council address financial, strategic and operational risks and maintain a reliable system of internal controls.

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

**Table 25: Audit and Risk Committee attendance**

From July 2020 to September 2020

MEMBERS	ELIGIBLE TO ATTEND	ATTENDED
Cr Megan Bridger-Darling	2	1
Cr Sarah Carter (Mayor, ex-officio)	2	0
Cr Martin Zakharov	2	2
Mark Anderson, Independent Member Chairperson	2	2
Chris Eddy Independent Member from December 2019	2	2
Marilyn Kearney Independent Member from December 2019	2	2

From November 2020 to June 2021

MEMBERS	ELIGIBLE TO ATTEND	ATTENDED
Cr Michael Clarke (Mayor, ex-officio)	4	4
Cr Jorge Jorquera	4	4
Cr Anthony Tran	4	4
Mark Anderson, Independent Member Chairperson	4	4
Chris Eddy Independent Member from December 2019	4	4
Marilyn Kearney Independent Member from December 2019	4	4

During 2020/21, the Audit and Risk Committee met six times to discuss audit reports, Council reports and other issues, such as:

### Regular and Special Reports

- Actions Arising from Previous Audits
- Annual Internal and External Performance Review
- Annual Performance Report for Year Ending 30 June 2020
- Asset Management Processes and Procedures Report
- Audit and risk Committee Meeting Proposed Changes
- Consideration of the Proposed 2021/2022 Annual Budget and Revenue and Rating Plan
- Council Plan 2017-2021
- Council's Road Management Compliance Plan
- Councillor Expenses Report
- Excess Annual Leave Report
- Findings from Integrity Agencies Report
- Financial Statement and Performance Statement Report
- Implementation of ITS Strategy and the Cyber Security Report
- Interim Management Letter
- Internal Audit Plan and Scope Report
- *Local Government Act 2020* Implementation Update
- Occupational Health and Safety Statistics Report
- Overdue Debtors Reports
- Quarterly Performance and Financial Report
- Rate Debtors Update
- Renewal of Insurance 2019-2020
- Review of Audit and Risk Committee Charter
- Risk Management Report
- Risk Management Status Report
- Status Report – Contamination of Maribyrnong Land and Buildings
- Sundry Debtors Update
- Audit and Risk Charter
- VAGO Auditor-General's Annual Plan 2021-22

### Internal audits

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

- Internal Audit Program Status Report
- Internal Audit Plan 2020-2023
- Internal Audit Report – Community Use of Council Facilities Report
- Internal Audit Report – HR Management Review
- Internal Audit Report – IT Strategy and Cybersecurity Review
- Internal Audit Reports – Rates Revenue Review
- Internal Audit Reports – Risk Management Audit
- Reports on Findings from Integrity Agencies
- Strategic Internal Audit Plan 2020-22 to 2023-24

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

### External auditors

Council's External Auditors, Crowe Australasia, who are appointed by the Victorian Auditor General's Office (VAGO) attended Audit and Risk Committee meetings to discuss the 2019/2020 Annual Financial/Performance Statements, Audit Strategy and the Interim Management Letter for 2020/2021.



## Emerging issues discussed

- Election period
- Emerging Industry issues
- External Agencies Report
- Government Stimulus Funding Continues
- Impact of COVID-19 and Expanded Community and Business Relief Support Packages
- *Local Government Act* implementation
- New EPA Regulations effective from 1 July 2021
- Opening of Playgrounds and Library Home delivery services
- Open Council Meetings from June Subject to Victorian Chief Health Officer
- Preparation of New Council Plan and Other Documents
- Rating Panel Review
- Relocation of COVID-19 Testing Site to VU Former Student Village Site

## Risk management

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

In this reporting period, the Business Continuity Plan (BCP) was updated in response to recent organisational changes. It continues to provide Council with an effective planning and operational guide and ensures the capacity to mobilise resources for dealing with incidents that could affect the delivery of critical business functions.

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

## Our workforce

At the end of June 2021, the organisation had a head count of 746 staff including casuals and temporary staff, employed in a diverse range of disciplines. This workforce is made up of:

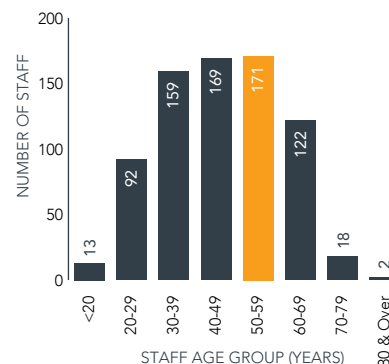
- Total FTE: 464.05
- Permanent FT: 327 FTE
- Permanent PT: 84.18 FTE
- Staff Turnover for 2020/21 FY: 8.9%

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

**Figure 42: Staff distribution**

Staff distribution by age group as at 30 June 2021 (including casual staff)

FIG 42:



Staff distribution by age group as at 30 June 2021 (excluding casual staff)

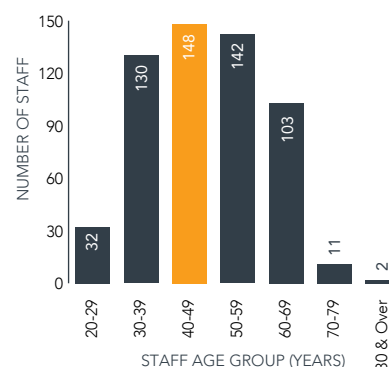


Table 26: Workforce profile

EMPLOYEE TYPE/GENDER	CEO OFFICE FTE	COMMUNITY SERVICES FTE	CORPORATE SERVICES FTE	INFRASTRUCTURE SERVICES FTE	TOTAL FTE
Permanent full time female	2	51	47	38	138
Permanent full time male	2	17	46	124	189
Permanent part time female	0	37.95	15.12	14.97	68.04
Permanent part time male	0	2.58	0.79	12.77	16.14
Temporary female	1	13.37	6.42	10.23	31.02
Temporary male	0	3.03	3.39	15.43	21.85
<b>Total</b>	<b>5</b>	<b>124.94</b>	<b>118.72</b>	<b>215.4</b>	<b>464.06</b>
Casual Women*		30	1	78	109
Casual Men*		4	3	62	69

\* FTE figure does not include casual staff. The casual numbers are actual head count numbers not FTE as this employment status does not form part of the calculation for FTE and they are not added to the total figures. Council is undertaking surveys to understand the spread of genders, male, female and other to better represent genders and gender equity across all employment types.

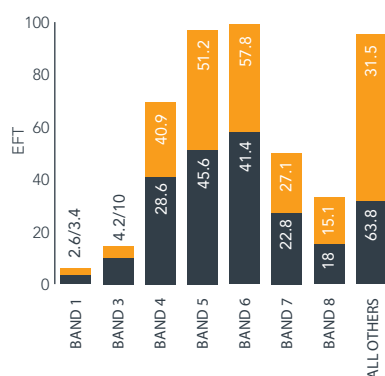
Table 27: Summary of FTE staff by classification and gender

EMPLOYMENT CLASSIFICATION	FEMALE FTE	MALE FTE	TOTAL FTE
Band 1	3.42	2.58	6.00
Band 2	0.00	0.00	0.00
Band 3	9.96	4.16	14.12
Band 4	40.94	28.60	69.54
Band 5	51.22	45.64	96.86
Band 6	57.22	41.43	99.26
Band 7	27.09	22.82	49.91
Band 8	15.14	18.00	33.14
All others	31.47	63.76	95.23
<b>Total</b>	<b>237.07</b>	<b>226.99</b>	<b>464.06</b>

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

**Figure 43: Summary of FTE staff by classification and gender**

FIG 43:



## Working with Council

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

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

- flexible work options
- study leave and study assistance

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

## Corporate Learning and development

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

Initiatives included:

- implementation of a six month Leadership Development Program with Infrastructure Services Directorate

- development of MaHA online nomination process
- Leading Hybrid Teams workshops
- Zoom webinars
- ongoing coaching and tailored team enhancement interventions following the 2020 Employee Engagement Survey
- systems training – LMS and Gallup Online Learning Portal
- face to face compliance training in six modules, delivered in Vietnamese and English for outdoor staff and school crossing supervisors
- online compliance training for all desk based staff
- End of Band Career Development Program, online toolbox of development materials and new Secondment Policy
- access to Employee Assistance Provider, Converge International
- access to Maribyrnong's eLibrary Portal
- access to on-the-job individualised assignment

## Equal employment opportunities

Council aims to eliminate discrimination and promote equal opportunity for all staff. Employees regularly receive equal opportunity and bullying and harassment in the workplace training. The People and Capability Department has been working closely with the Health and Wellbeing team on the Gender Equality Project to work towards compliance with the Victorian Gender Equality Act 2020. The Gender Equality Action Plan scheduled for completion late 2021 will be informed by the Gender Audit which has considered the gender employment experience of remuneration, flexible work, professional development and career progression opportunities.

## Flexible Workplace

The global pandemic forced the majority of office-based staff to work remotely, which provided opportunities to re-imagine future flexible working arrangements. The Flexible Working Arrangements Workgroup was established by the Corporate Management Team to develop Flexible Working Guidelines to reflect the rapidly changing work climate and a plan for the future. Draft Guidelines have been developed based on Council's commitment to flexible

work, with a focus on equity, fairness and outcomes. Flexibility is not limited to working remotely, it can be for caring responsibilities, a better work-life balance, or transitioning to retirement. Outcomes are important to ensure flexibility arrangements will not negatively impact organisational objectives or the delivery of high quality services to our community. This conversation is continuing and will evolve further in the coming year. Having flexible working options available and promoted during recruitment will help to attract and retain high quality staff. Staff will provide comment on the draft guidelines towards the end of 2021 prior to their adoption.

## Employee Support

Council offers staff and their families an Employee Assistance Program, a confidential and free counselling service to help staff with personal or work-related issues which is available 24 hours per day seven days per week. The Employee Assistance Program also offers Manager Assist to equip leaders to manage difficult work situations. Career Assist helps staff to make plans for their career progression and when critical incidents occur that impact staff, a critical incident response service is also available.

## Impact of COVID-19 on employment

Council retained staff throughout the COVID-19 lockdowns and has continued to provide essential services to the community. Authorised Council work continued with staff being supported to perform their roles in a COVIDSafe way and those staff who could not work in their substantive roles were redeployed to essential Council work. Those staff who could perform their roles from home did so and kept the organisation activated and delivering quality services to the community.

## Local Government response to Royal Commission into Family Violence 2020-21

Developments in 2020/21 relating to the Victorian Gender Equality Act and the pandemic have presented both challenges and opportunities relating to the implementation of Council's Towards Gender Equity 2030 Strategy. The Strategy sets out a steadfast commitment to gender equity and the prevention of family violence and presents an evidence-based framework for preventing violence and building a healthier and more equitable community through both internal and community-based actions.

Focusing on our community-facing actions, 2020-21 has been a time of creativity and innovation. The lockdowns that occurred in Victoria throughout 2020 to contain the spread of coronavirus created significant challenges for Council in understanding, responding to and preventing family violence. To address this challenge, we worked alongside partners to better understand the needs of our community. To strengthen our response to violence against women and family violence, and meet the requirements for local government from the Royal Commission into Family Violence (2015) we have delivered:

- Online training sessions to 27 frontline staff on how to recognise, respond and refer for Family Violence services.
- Active Bystander Training for 30 staff.
- Updated family violence referral information and promoted this on our website and distributed it to local service touch points and events.
- A Family Wellbeing worker – employed two days per week within the Maternal and Child Health and Immunisation team, in line with the current Family Wellbeing Worker with Family, Youth and Children's services, to support local families experiencing violence.
- Flexible Support Packages to those leaving home due to family violence.
- Facilitation of psychological support to women and young people on a waiting list for a family violence counsellor. Access of up to five sessions is covered.

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

- 16 Days of Activism 2020 Campaign. This year we delivered a range of activities locally and online, including:
  - An online music performance by West-side women's choir 'Pitchface' reaching an audience of over 23,000 people
  - The regional Preventing Violence Together (PVT) partnership social media campaign '16 Days of Allyship'
  - A gender-equity Story Time session online for girls using the Beyond Princess and Pirates guide and an activity based on challenging gender stereotypes
  - Participation in two Safe Steps Walk against Family



Violence on November 25 with Council staff and the community.

- International Women's Day (IWD) 2021 celebrations. This year we delivered a live film screening of Brazen Hussies online and sold 57 tickets.
- Thinking about Babies and Gender session was delivered for parents by Drummond Street Services. Supported by the Early Years team it provided an opportunity to discuss the impact of gender roles and stereotypes on parenting. A total of 12 bookings were received.
- Respectful Relationships education was delivered:
  - As part of the Baby Makes 3 program, six programs were delivered with a total of 37 couples participating. All programs ran for three-weeks, facilitated in English and online due to COVID restrictions.
  - Youth Services Respectful Relationships education session at Footscray High and Western English Language school (WELS) was paused due to COVID restrictions but will resume in Term 3, 2021.

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

- The Leaders of the Pack program was delivered in partnership with Western Bulldogs Community Foundation to 24 young multicultural women aged between 14-17.
- The 2021 Sons of the West (SOTW) and 2020 Daughters of the West (DOTW) programs focused on gender equality and leadership. There were 95 women in the 2020 DOTW program, which was delivered online due to COVID, and 78 men in the 2021 SOTW program, which was offered both face-to-face locally in Maribyrnong and online.
- The Connecting Maribyrnong Leadership program was not delivered during this financial year due to COVID restrictions.

Supported by a grant from the Department of Premier and Cabinet, Council has been participating in the Gender Equality Local Government Pilot (GELG) to implement the Gender Equality Act in 2021. This includes ensuring the development of policy, programs and services consider the specific gendered impacts on outcomes and experiences for community. This has included facilitating Gender Impact Assessment Training for 21 staff across the organisation to support the application of this practice in all areas of Council

and encourage gender-disaggregated data collection.

We continue to support the Action Plan for Change to encourage more women in the West to become involved in sport and active recreation. Strategies, policies and actions Council is implementing in this space that align with the Towards Gender Equity 2030 Strategy, include:

- integration of inclusive design principles in briefs for recreational and sporting facilities
- improving/installing lighting on paths, open space and outdoors recreational facilities
- upgrading sporting facilities with female friendly amenities and educating industry partners in creating welcoming environments for women and girls

Internally, we are taking action to improve gender equality within our organisation and meet our obligations under the Gender Equality Act 2020. From May 2021, we began a workplace gender audit to inform a Gender Equality Action Plan, which will aim to address any issues identified through staff experience surveys, organisational structure and recruitment practices. We have also been awarded Breastfeeding Friendly Workplace re-accreditation for 2021-22.

Universal Design and Crime Prevention through Environmental Design (CPTED) principles have been applied to City Design and Recreation projects to increase the number of safe and gender equitable facilities and spaces. We have also participated in the YourGround research project to collect information on residents' perceptions of safety throughout Maribyrnong's park, reserves, sporting clubs, recreational facilities and community spaces.

## Health Safety and Wellbeing

Council continues to apply proactive and preventative safety programs to improve safety culture throughout the organisation. The delivery of this year's program was impacted by lockdowns with some safety services delayed or delivered virtually with alternative programs given greater focus.

To help maintain a safe and healthy workplace, Council continued to deliver:

- An active virtual Health and Wellbeing Program focussed on psychological and physical health. Programs during this period included: Smiling Mind App (mindfulness) access; monthly Jump Into Life Newsletter for education and resources; links to the

Employee Assistance Provider Converge International Flourish Magazine and other online mental health material; Workplace based office stretching exercise video and information aimed primarily at office based employees.

- Health and Safety month activities in a COVIDSafe way, including the promotion of free online WorkSafe Seminars; virtual refresher training for health and safety representatives, Skin Checks and a COVIDSafe breakfast at the Operations Centre.
- Access for employees to early intervention treatment services.

Council also:

- Developed and facilitated the application of the COVIDSafe policy, procedures and planning documents to ensure compliance with the Chief Health Officer Directions and Health and Safety legislation.
- Updated existing safety policies and procedures.
- Continued development and review of safe work procedures across Council.
- Created a COVID Check In survey for all employees focusing on mental health and physical wellbeing to help identify support requirements for employees during the pandemic.
- Developed a Working from Home Safety Checklist to identify ergonomic risks and other potential hazards in the home to assist in providing a safe remote workplace for employees.
- Provided legislative advice and guidance to develop the online safety compliance modules for all employees.
- Established a bi-monthly online networking opportunity for health and safety representatives across Council for knowledge sharing and to focus on safety improvements in the workplace.
- Provided advice on COVIDSafe policy, procedures and planning documents across Council.
- Provided support to site safety committees who continued to meet remotely across council throughout 20/21.

- Established the organisational cross-directorate COVIDSafe Coordination Committee and three additional local COVIDSafe committees at the major sites to support the safe transition of employees back to the physical workplace.
- Supported Council Departments with the development and ongoing review of COVIDSafe plans.
- Welcomed three new health and safety representatives at the Operations centre and Maribyrnong Aquatic Centre.

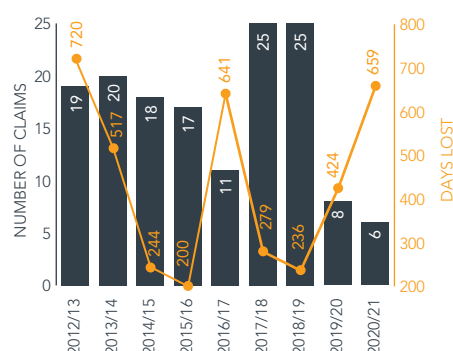
These actions focussed on making sure employees were safe performing their work and supported particularly in relation to Council's COVID-19 response. Ensuring the health and wellbeing of all employees is fundamental to a high-performing organisation and Council prides itself on looking after employee welfare.

## Reducing workplace injury

Council continues to manage workplace injuries in a proactive way by supporting employees through the early intervention program and providing a dedicated employee to this function. The early intervention program aims to ensure workers receive the right treatment early to aid recovery and ensure a safe and sustainable return to work. The WorkCover claims continue to reduce compared to previous years. There was a substantial reduction in 2019/20 and in 2020/21 from 25 claims in both 2017/18 and 2018/19, to eight claims and six claims respectively. Despite the reduction this year, the number of full days lost to workplace injury increased significantly from 424 to 659. This is primarily due to the severity of a small number of injuries which required extensive treatment and rehabilitation. On a positive note, all employees who have sustained a workplace injury are actively participating in return to work programs.

**Figure 44: WorkCover Claims and Days Lost**

FIG 44:



## Human rights and social justice

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

In 2020-2021, Council sought to reassure those struggling in the pandemic environment by offering a financial package of \$2.5 million.

This included:

- A COVID-19 Financial Hardship Policy which allowed all ratepayers experiencing financial hardship to apply for an interest free payment plan or to defer their rates without penalty interest for a period up until 30 June 2021.
- Waiving a range of planning application fees for small businesses starting up before 30 September 2020;
- Waiving not-for-profit community rental payments until 30 September 2020.
- Waiving kinder central enrolment fees until the end of 2020.
- Initiatives to support the local arts community including grants (upon application) for not-for-profit community arts organisations and Maribyrnong based arts practitioners, along with rental subsidies.
- Waiving all lease, license and ground fees until 31 December 2020 to support not-for-profit community sporting clubs, and utility and water fee waivers until

30 September 2020.

In August 2020, Maribyrnong City Council endorsed the Maribyrnong Expanded Relief Support Packages which consists of a \$350,000 Community Support Package. This included:

- \$300,000 for Material Aid, Family Violence and Mental Health Support Programs.
- \$50,000 for a Skills Development and Employment Pathway Program to support young people.

Council has acted to provide an equitable program of activities at no cost to assist with the health needs of the community.

## Disability Action Plan

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

- successfully developed and was funded for a disability work experience program to be delivered in 2021
- supported the continuation of the Disability Advisory Committee
- partnered with Victoria University Polytechnic Western Futures program to deliver and evaluate the disability work experience program
- worked on updating the Disability Action plan and will be engaging with people with disability, the community and internal staff on the revised draft during the latter part of 2021

## Recognising carers

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

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

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

## Promoting professional conduct

Council's values of Respect, Courage and Integrity guide expectations for all staff in how they conduct day-

to-day business activities and the standards by which they treat stakeholders, community and colleagues. Additionally, staff have an annual performance review to ensure any issues and concerns are addressed, while best practice policies help inform staff on correct procedures.

## Protected disclosures

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

During 2020/21 no disclosures were notified to Council officers appointed to receive disclosures.

## Accessing Council documents and information

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

Requests for access to documents under the FOI Act must:

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

FOI requests must be addressed to:

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

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

During 2020/21, Council completed 32 FOI requests. Further information can be found at [www.foi.vic.gov.au](http://www.foi.vic.gov.au).

## Documents available for public inspection

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

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



# Infrastructure and development contributions

Table 1 – Total DCP levies received in 2020-21 financial year

DCP NAME AND YEAR APPROVED	LEVIES RECEIVED IN 2019-20 FINANCIAL YEAR (\$)
Joseph Road Precinct Development Contributions Plan, 2019	\$7,030,028.93
<b>Total</b>	<b>\$7,030,028.93</b>

Table 2 – DCP land, works, services or facilities accepted as works-in-kind in 2020-21 financial year

DCP NAME AND YEAR APPROVED	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE (\$)
NIL				
<b>Total</b>				<b>\$0.00</b>

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

DCP NAME AND YEAR APPROVED	TOTAL LEVIES RECEIVED (\$)	TOTAL LEVIES EXPENDED (\$)	TOTAL WORKS-IN-KIND ACCEPTED (\$)	TOTAL DCP CONTRIBUTIONS RECEIVED (LEVIES AND WORKS-IN-KIND) (\$)
Joseph Road Precinct Development Contributions Plan, 2019	\$7,030,028.93	-\$743,670.00	Nil	Nil
<b>Total</b>	<b>\$7,030,028.93</b>	<b>-\$743,670.00</b>	<b>Nil</b>	<b>Nil</b>
	<b>FY2020/21</b>	<b>-\$322,517.00</b>		
	<b>FY2019/20</b>	<b>-\$421,153.00</b>		

Table 4 – Land, works, services or facilities delivered in 2020-21 financial year from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
RD05 – South Joseph Road Public Realm Works Design and Consultant Fees	RD05	Joseph Road Precinct Development Contributions Plan 2019	\$158,777.99				\$158,777.99	45%
RD09 – South Joseph Road Public Realm Works Design and Consultant Fees	-RD09-	Joseph Road Precinct Development Contributions Plan, 2019	\$163,739.01				\$163,739.01	45%
<b>Total</b>			<b>\$322,517.00</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>\$322,517.00</b>	

# Governance and management checklist

GOVERNANCE AND MANAGEMENT ITEM	ASSESSMENT	YES
<b>1 Community engagement policy</b> (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 16 February 2021	✓
<b>2 Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	The guideline template established in November 2019 will be updated to reflect the principles and commitments outlined in the adopted Engagement Policy.	✓
<b>3 Financial Plan</b> (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: 19 October 2021	✓
<b>4 Asset Plan</b> (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Planned to be adopted by 30 June 2022, in accordance with section 92 of the Act Dates of adoption: <ul style="list-style-type: none"> <li>• Asset Management Policy 09 December 2014 – Due for review</li> <li>• Asset Management Improvement Strategy 21 July 2015 – Due for review</li> <li>• Building Asset Management Plan: Current and adopted 08 September 2020</li> <li>• Open Space Asset Management Plan: Current and adopted 08 September 2020</li> <li>• Road and Footpath Asset Management Plan: Current and adopted 08 September 2020 (as Transport AMP)</li> <li>• Bridge Asset Management Plan: Current and adopted 08 September 2020 (as Transport AMP)</li> <li>• Road Management Plan 17 May 2013: Current following review, with no amendments needed.</li> </ul>	✓
<b>5 Revenue and Rating Plan</b> (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 15 June 2021	✓
<b>6 Annual budget</b> (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 15 June 2021	✓

<b>7 Risk policy</b> (policy outlining council's commitment and approach to minimising the risks to council's operations)	Risk Management Policy Date of commencement of current policy: 23 October 2018	✓
<b>8 Fraud policy</b> (policy outlining council's commitment and approach to minimising the risk of fraud)	Fraud and Corruption Control Policy Date of commencement of current policy: 21 April 2020	✓
<b>9 Municipal emergency management plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Reestablishment of MEMP committee as a result of changes to Legislation in December 2020. Date of preparation: 23 October 2019	✓
<b>10 Procurement policy</b> (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Planned to be adopted by 1 January 2022, in accordance with section 108 of the Act Date of adoption: June 2019, and last reviewed June 2020	✓
<b>11 Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Business continuity plan Reviewed and updated: 29 June 2021	✓
<b>12 Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Disaster Recovery Plan is incorporated into Business Continuity Plan, which most recently reviewed and updated : 14 May 2020	✓
<b>13 Risk management framework</b> (framework outlining council's approach to managing risks to the council's operations)	Risk management framework Reviewed and updated October 2018	✓
<b>14 Audit and Risk Committee</b> (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act Audit committee dates: <ul style="list-style-type: none"> <li>• 25 August 2020</li> <li>• 08 September 2020</li> <li>• 17 November 2020</li> <li>• 16 February 2021</li> <li>• 27 April 2021</li> <li>• 15 June 2021</li> </ul>	✓
<b>15 Internal audit</b> (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged (Contract T969-18) Date of engagement of current provider: 01 July 2018	✓
<b>16 Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i> )	The LGPRF framework (sec 131 of the Act) largely has not significantly changed over the years, except in 2019/20 where by a small number of indicators were removed and additional ones added. All Council internal reporting templates reflect these required changes. Date framework adopted: 13 May 2015	✓



<b>17 Council Plan report</b> (report reviewing the performance of the council against the council plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Annual report 2019/20 Performance against the Council Plan Actions are reported quarterly with Council Plan Strategic indicators reported annually in the Annual Report. Date adopted: 20 October 2020	✓
<b>18 Financial reporting</b> (quarterly statements to the Council under section 138(1) of the <i>Local Government Act 1989</i> , comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 138(1) of the <i>Local Government Act 1989</i> Date reports presented: • 18 August 2020 • 17 November 2020 • 16 February 2021 • 20 April 2021 • 17 August 2021	✓
<b>19 Risk reporting</b> (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Date of Risk Reports: 17 November 2020 and 27 April 2021	✓
<b>20 Performance reporting</b> (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i> )	Reports presented to the Council in accordance with section 131 of the <i>Local Government Act 1989</i> Date reports presented: 18 August 2020 17 November 2020 16 February 2021 20 April 2021 17 August 2021	✓
<b>21 Annual report</b> (annual report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> containing a report of operations and audited financial and performance statements)	Annual Report 2019/2020. Date Annual Report adopted: 20 October 2020	✓
<b>22 Councillor Code of Conduct</b> (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Adopted in accordance with section 139 of the Act Date adopted: 16 February 2021	✓
<b>23 Delegations</b> (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date resolved by Council: 18 August 2020	✓
<b>24 Meeting procedures</b> (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 18 August 2020	✓









Alfresco dining in Ballarat Street, in the heart of Yarraville's town centre, was the perfect way to spend the summer. The street was closed and a pop up park created to create an outdoor dining experience that was loved by locals.

Photo by Nico Photography

# MARIBYRNONG CITY COUNCIL

## PERFORMANCE STATEMENT

For the year ended 30 June 2021



## Description of Municipality

The City of Maribyrnong is located just seven kilometres west of Melbourne CBD and covers an area of 32 square kilometres. Maribyrnong has an estimated residential population of approximately 94,982 people (ABS 2021).

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

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

## COVID-19

On 16 March 2020, a state of emergency was declared in Victoria due to COVID-19, also known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following significant impacts on its financial operations:

- Additional revenue: Grants received – \$496k from the Department Jobs, Precincts and Regions for local council outdoor eating and entertainment, \$155k from the Department of Health and Human Services for community activation and social isolation, \$254k from the Department of Jobs, Precincts and Regions for Activating Outdoor Dining Spaces, \$65k from the Department of Jobs, Precincts and Regions for a COVID-19 relief program, and \$1.3 million from the Department of Infrastructure and Transport for the COVID-19 Local Roads and Community Infrastructure Program.
- Revenue reductions: There was a \$2.34 million loss in income from Maribyrnong Aquatic Centre fees because of prolonged closures of the Centre due to State COVID-19 restrictions, \$51k loss for the Centre's swim school, and \$38k loss of income in sales of merchandise at the Centre. There was a \$261k loss of hire charges due to COVID-19 restrictions and density limits and loss of \$50k income from festival fees due to the New Year Eve event having to be cancelled as a result of COVID-19 restrictions, along with an additional 12k loss as there were no application fees collected for stalls at the event. There was also a loss of income at Maribyrnong Libraries for library services (\$19k) and library photocopier charges (\$27k); parking (\$30k); sports and recreation (\$25k); and reduction in emergency management and community care (\$38k). Council waived Early Years administration fee as part of the relief package, resulting in a \$7k loss; a lack of casual park hire and event permits for festivals, sports ground and pavilions led to a \$23k loss; a \$23k reduction in income for street permits.
- Revenue foregone: \$2.29 million unfavourable income related to parking ticket machines, \$1.53 million was provided to the community as part of Council's COVID-19 relief package (\$900k relates to 50% rebate for 4th rate instalment in 2019-2020 financial year), \$179k loss of income from rates interest penalty and \$140k loss of rates legal costs recovered, \$108k unfavourable in long term facility hire, \$229k waived commercial lease as part of Council's COVID-19 business relief package, \$61k net loss of rental income from Maribyrnong Aquatic Centre mainly related to swimming squad hire and cafe rental, \$15k loss in recreation sport ground events hire, offset declined (\$208k) income in parking infringements, \$125k loss due to street furniture permits waived as part of Council's COVID-19 relief package. In addition, there has been a zero rate increase for the FY 20/21 providing a further \$1.95 million rate relief to ratepayers. \$309k of food businesses revenue was forgone, and new business start-up fees were waived (\$81k).
- Additional costs: \$970k for additional touchpoint cleaning for all Council buildings/facilities, safety equipment, store supplies, vehicles, and plant costs.

In addition, Council is also working with ratepayers who have financial hardship impacts as a result of COVID-19, on an individual basis offering deferrals and interest holds on Rate payments. The Ordinary Council Meeting on 15 June 2021 has extended the COVID-19 Financial Hardship Policy as part of the adopted Budget 2021-22 until 30 June 2022.



## Sustainable Capacity Indicators

For the year ended 30 June 2021

INDICATOR / MEASURE	RESULTS				MATERIAL VARIATIONS
	2018	2019	2020	2021	
POPULATION					
Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,393.90	\$1,505.87	\$1,495.79	\$1,424.74	Expenses are in line with the average of previous years and show a decline in overall costs partially attributable to COVID-19.
Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$5,987.40	\$5,854.30	\$6,154.87	\$6,453.78	Council remains committed to delivering infrastructure for the community, coupled with delays due to COVID-19.
Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	293.59	305.34	306.39	309.93	The results have remained relatively consistent over the last few years.
OWN-SOURCE REVENUE					
Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,383.27	\$1,392.22	\$1,385.93	\$1,303.53	Own source revenue in 2020-21 was impacted by Government restrictions that lead to closure of facilities. Council's own sourced revenue is not increasing to the same level as the increasing population growth.
RECURRENT GRANTS					
Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$102.47	\$95.38	\$101.06	\$82.99	The previous year's figures are no longer comparable due to the reduction in the community care funding. The contractor is now receiving the grants directly from State and Commonwealth Governments for the delivery of homecare, personal care and respite care for older people and people with disability.
DISADVANTAGE					
Relative socio-economic disadvantage <i>[Index of Relative Socio-economic Disadvantage by decile]</i>	7.00	6.00	6.00	6.00	This score is a forecast from the Australian Bureau of Statistics based on the 2016 survey. The current Socio-Economic Indexes for Areas (SEIFA) ranking 6 indicates, that the Maribyrnong City Council (MCC) has a relatively higher socio economic standing than 60% of the other disadvantaged Local Government areas which is a

					positive trend given the SEIFA decile number for MCC was 3 in the 2016-17 Financial year.
<b>WORKFORCE TURNOVER</b>					
Percentage of staff turnover <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	12.0%	23.5%	8.4%	8.9%	Workforce turnover has a small increase on the previous year but is lower than the indicative Victorian Local Government industry average. The increase in 2018-19 was due to outsourcing of sub-contracting of home care, personal care, respite care for older people and people with disability.

## Definitions

"Adjusted underlying revenue" means total income other than:

- (a) Non-recurrent grants used to fund capital expenditure; and
- (b) Non-monetary asset contributions; and
- (c) Contributions to fund capital expenditure from sources other than those referred to above

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

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

"Population" means the resident population estimated by council

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

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

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

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

## Service Performance Indicators

For the year ended 30 June 2021

SERVICE / INDICATOR / MEASURE	RESULTS				MATERIAL VARIATIONS
	2018	2019	2020	2021	
AQUATIC FACILITIES					
<b>Utilisation</b> Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	9.95	10.18	7.59	3.29	Due to State Government restrictions relating to COVID-19, the MAC was only able to reopen to the public in mid-November 2020 under restrictive capped numbers. Many people have been hesitant to return to community facilities particularly older adults and those with compromised health. This has had a severe impact on visits numbers to the Centre and cost recovery.
ANIMAL MANAGEMENT					
<b>Health and safety</b> Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	New in 2020	New in 2020	100%	0%	No court prosecutions have occurred in the last financial year with all enforcement matters being dealt with through the issue of penalty notices.
FOOD SAFETY					
<b>Health and safety</b> Critical and major non-compliance notifications <i>[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100</i>	101.30%	100.00%	100.00%	99.22%	Due to a non-compliance being identified very late in the reporting period, the follow up was unable to be completed within the required timeframe. The follow up for this assessment to be reflected in the next reporting period, which brings the result down to 99% compliance.
GOVERNANCE					
<b>Satisfaction</b> Satisfaction with council decisions <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	63	67	69	69	The result is underpinned by Council's ongoing commitment to strong governance

SERVICE / INDICATOR / MEASURE	RESULTS				MATERIAL VARIATIONS
	2018	2019	2020	2021	
LIBRARIES					
<b>Participation</b> Active library borrowers in municipality <i>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</i>	16.45%	16.72%	15.80%	12.95%	Due to the pandemic and subsequent library closures, our larger branches were closed for approximately 8 months and the smaller branches for more than 12 months. This resulted in a dramatic reduction in loans and visits together with a corresponding reduction in borrower numbers
MATERNAL AND CHILD HEALTH					
<b>Participation</b> Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	75.01%	76.99%	76.33%	75.62%	We were able to maintain the participation rate despite the restrictions necessitated by the COVID-19 pandemic. We connected with families via telehealth and offered short face to face consultations for physical checks
<b>Participation</b> Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	70.37%	87.10%	89.39%	85.53%	.Numbers of Aboriginal children locally are small. We have forged relationships with Footprints for Success and the Victorian Aboriginal Child Care Agency (VACCA) to continue to best serve this community
ROADS					
<b>Satisfaction</b> Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	66	69	71	70	Customer satisfaction in relation to sealed local roads has been improving year on year, which is reflective of improved service delivery
STATUTORY PLANNING					
<b>Decision making</b> Council planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	80.95%	75.00%	85.29%	87.10%	Council's decisions continue to be sound, based on the planning merits of the case. In only 4 of 31 decisions did VCAT set aside Council's decision



WASTE COLLECTION					
<b>Waste diversion</b> Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	33.15%	33.04%	35.30%	29.67%	The diversion rate has decreased, which is largely attributed to use of single disposable items (masks, straw, single use cups and plastics) during pandemic.

#### Definitions -

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

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

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

"Annual report" means an annual report prepared by a council under section 98 of the Act

"Class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as Class 1 food premises under section 19C of that Act

"Class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

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

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

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

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

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

"Population" means the resident population estimated by council

**Financial Performance Indicators**  
For the year ended 30 June 2021

Dimension / indicator / measure		Results					Forecasts			Material Variations
		2018	2019	2020	2021	2022	2023	2024	2025	
EFFICIENCY										
Expenditure level										
Expenses per property assessment	\$3,156.38	\$3,420.49	\$3,325.62	\$3,147.09	\$3,253.87	\$3,272.83	\$3,276.07	\$3,271.87	Expenses have decreased due to COVID-19 and are in line with the average of previous years.	
[Total expenses / Number of property assessments]										
Revenue level										
Average rate per property assessment	New in 2020	New in 2020	\$2,282.79	\$2,243.63	\$2,341.76	\$2,366.27	\$2,386.64	\$2,406.84	Zero percent rate cap applied to FY 2020-21.	
[General rates and Municipal charges / Number of property assessments]										
LIQUIDITY										
Working capital										
Current assets compared to current liabilities	408.44%	343.25%	339.61%	358.32%	363.78%	328.67%	334.49%	317.89%	Strong financial position in line with previous years. (2020 year number was updated as a result of the adjustment to the Financial Statement).	
[Current assets / Current liabilities] x100										
Unrestricted cash										
Unrestricted cash compared to current liabilities	238.16%	183.84%	167.54%	154.04%	183.26%	158.55%	138.85%	103.04%	Council is in a strong financial position to fund all outstanding liabilities. (2020 year number was updated as a result of the adjustment to the Financial Statement).	
[Unrestricted cash / Current liabilities] x100										

Dimension / indicator / measure	Results					Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025		
OBLIGATIONS										
Loans and borrowings										
Loans and borrowings compared to rates <i>[Interest bearing loans and borrowings / Rate revenue] x100</i>	0.00%	0.00%	0.00%	0.00%	0.00%	7.99%	6.93%	5.92%	Council is currently debt free however we have applied for a \$10 million loan to partially fund a major capital project.	
Loans and borrowings repayments compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	0.00%	0.00%	0.00%	0.00%	0.00%	0.91%	0.88%	0.86%	Council is currently debt free however we have applied for a \$10 million loan to partially fund a major capital project.	
Indebtedness										
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	0.80%	0.84%	1.42%	1.48%	1.35%	6.99%	6.09%	5.23%	Council is in a solid financial position with sufficient funds to cover all its liabilities.	
Asset renewal and upgrade										
Asset renewal and upgrade compared to depreciation <i>[Asset renewal and asset upgrade expense / Asset depreciation] x100</i>	New in 2020	New in 2020	120.48%	73.17%	146.19%	121.67%	165.09%	138.50%	Long term Financial Strategy principle to fund renewal 70% of the allocated Capital & Improvement works from Rates.	

OPERATING POSITION										
Adjusted underlying result										
Adjusted underlying surplus (or deficit)	6.35%	-0.75%	-0.30%	-2.06%	3.24%	3.61%	3.84%	4.29%	The next four year budgeted underlying surplus moves to a positive result indicating Council's sound financial management position.	
[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100										
STABILITY										
Rates concentration										
Rates compared to adjusted underlying revenue	71.48%	71.84%	74.11%	78.89%	75.43%	75.67%	75.89%	76.11%	Most councils have a heavy reliance on Rates as their primary source of revenue. Government grants and user fees are the other major sources of revenue.	
[Rate revenue / Adjusted underlying revenue] x100										
Rates effort										
Rates compared to property values	0.35%	0.29%	0.34%	0.32%	0.33%	0.33%	0.33%	0.33%	Rates revenue compared to property values remains at a consistent level.	
[Rate revenue / Capital improved value of rateable properties in the municipality] x100										



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

Retired measures <i>Service / indicator / measure</i>	Results 2018	Results 2019	Results 2020	Comments
<b>Animal Management</b>				
<b>Health and safety</b>				
<i>Animal management prosecutions</i>	3	5	Retired in 2020	This measure was replaced by AM7 from 1 July 2019.
[Number of successful animal management prosecutions]				
<b>Efficiency</b>				
<b>Revenue level</b>				
<i>Average residential rate per residential property assessment</i>	\$1,992.6	\$2,089.14	Retired in 2020	This measure was replaced by E4 from 1 July 2019.
[Residential rate revenue / Number of residential property assessments]				
<b>Obligations</b>				
<b>Asset renewal</b>				
<i>Asset renewal compared to depreciation</i>	56.03%	72.35%	Retired in 2020	This measure was replaced by O5 in 1 July 2019.
[Asset renewal expense / Asset depreciation] x100				

## Definitions

"Adjusted underlying revenue" means total income other than:

- (a) Non-recurrent grants used to fund capital expenditure; and
- (b) Non-monetary asset contributions; and
- (c) Contributions to fund capital expenditure from sources other than those referred to above

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

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

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

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

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

- "Non-current liabilities" means all liabilities other than current liabilities
- "Non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan
- "Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
- "Population" means the resident population estimated by council
- "Rate revenue" means revenue from general rates, municipal charges, service rates and service charges
- "Recurrent grant" means a grant other than a non-recurrent grant
- "Residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
- "Restricted cash" means cash and cash equivalents, within the meaning of the AAS that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
- "Unrestricted cash" means all cash and cash equivalents other than restricted cash.

## Other Information

For the year ended 30 June 2021

### 1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 2020*).

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

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


The forecast figures included in the performance statement are those adopted by council in its Adopted budget and subsequent three years on 15 June 2021 and which forms part of the council plan. The Adopted budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The adopted budget can be obtained on council's website.

## Certification of the Performance Statement

Dated: 15 September 2021

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In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 2020*).

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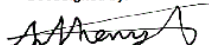
**Mark Connor, (MIPA)**  
Principal Accounting Officer  
15 September 2021  
Footscray

In our opinion, the accompanying performance statement of Maribymong City Council for the year ended 30 June 2021 presents fairly the results of council's performance in accordance with the *Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 2020*).


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

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

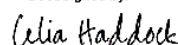
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.

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**Anthony Tran**  
Councillor  
15 September 2021  
Footscray

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**Jorge Jorquera**  
Councillor  
15 September 2021  
Footscray

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**Celia Haddock**  
Acting Chief Executive Officer  
15 September 2021  
Footscray



## Independent Auditor's Report

### To the Councillors of Maribyrnong City Council

<b>Opinion</b>	<p>I have audited the accompanying performance statement of Maribyrnong City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of municipality for the year ended 30 June 2021</li> <li>• sustainable capacity indicators for the year ended 30 June 2021</li> <li>• service performance indicators for the year ended 30 June 2021</li> <li>• financial performance indicators for the year ended 30 June 2021</li> <li>• other information and</li> <li>• the certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the performance statement</b>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<b>Auditor's responsibilities for the audit of the performance statement</b>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.</p> <p>Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

---

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

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

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

---

MELBOURNE  
27 September 2021



Sanchu Chummar

*as delegate for the Auditor-General of Victoria*

# Maribyrnong City Council

## ANNUAL FINANCIAL REPORT

for the year ended 30 June 2021

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



# Annual Financial Report

for the year ended 30 June 2021

Contents	Page
<b>Certification of the Financial Statements</b>	<b>123</b>
<b>Victorian Auditor-General's Office Report</b>	<b>124</b>
<b>Understanding Council's Financial Statements</b>	<b>126</b>
<b>Primary Financial Statements</b>	
Comprehensive Income Statement	127
Balance Sheet	128
Statement of Changes in Equity	129
Statement of Cash Flows	130
Statement of Capital Works	131
<b>Overview</b>	<b>132</b>
<b>Notes to the Financial Statements</b>	
Note 1 Performance against budget	134
1.1 Income and expenditure	134
1.2 Capital works	136
Note 2 Analysis of Council results by program	138
Note 3 Funding for the delivery of our services	140
3.1 Rates and charges	140
3.2 Statutory fees and fines	140
3.3 User fees	141
3.4 Funding from other levels of government	142
3.5 Contributions	144
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	144
3.7 Other income	144
Note 4 The cost of delivering services	145
4.1 Employee costs	145
4.2 Materials and services	145
4.3 Depreciation	146
4.4 Amortisation – Right of use assets	146
4.5 Bad and doubtful debts	147
4.6 Finance Costs – Leases	147
4.7 Other expenses	147
Note 5 Our financial position	148
5.1 Financial assets	148
5.2 Non-financial assets	150
5.3 Payables	51
5.4 Provisions	152
5.5 Financing arrangements	153
5.6 Commitments	154
5.7 Leases	155

# Annual Financial Report

for the year ended 30 June 2021

Contents	Page
Note 6 Assets we manage	157
6.1 Non-current assets classified as "held for sale"	157
6.2 Property, infrastructure, plant and equipment	158
Note 7 People and relationships	165
7.1 Council and key management remuneration	165
7.2 Related party disclosure	168
Note 8 Managing uncertainties	169
8.1 Contingent assets and liabilities	169
8.2 Change in accounting standards	170
8.3 Financial instruments	170
8.4 Fair value measurement	172
8.5 Events occurring after balance date	173
Note 9 Other matters	174
9.1 Reserves	174
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	176
9.3 Superannuation	177
Note 10 Changes in accounting policies	180
Note 11 Errors and changes in accounting estimates	180

## Content Overview

- These financial statements are General Purpose Financial Statements and cover the consolidated operations for Maribyrnong City Council.
- All figures presented in these financial statements are presented in Australian Currency.
- These financial statements were authorised for issue by the Council on 14th September 2021. Council has the power to amend and reissue these financial statements.



# Maribyrnong City Council

2020/2021 Financial Report

## Annual Financial Report for the year ended 30 June 2021

### Certification of the Financial Statements

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

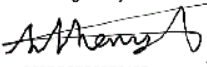
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Mark Connor  
Principal Accounting Officer  
15 September 2021  
Footscray

In our opinion the accompanying financial statements present fairly the financial transactions of Maribyrnong City Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

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

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

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Anthony Tran  
Councillor  
15 September 2021  
Footscray

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Jorge Jorquera  
Councillor  
15 September 2021  
Footscray

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Celia Haddock  
Acting Chief Executive Officer  
15 September 2021  
Footscray

# Independent Auditor's Report

## To the Councillors of Maribyrnong City Council

<b>Opinion</b>	<p>I have audited the financial report of Maribyrnong City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2021</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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


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

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

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

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

MELBOURNE  
27 September 2021



Sanchu Chummar

*as delegate for the Auditor-General of Victoria*

## Annual Financial Report

for the year ended 30 June 2021

## Understanding Council's Financial Statements

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### Introduction

Each year, individual Local Governments across Victoria are required to present a set of audited financial statements to their council and community.

### What you will find in the Report

The financial report set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

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

### About the Certification of the Financial Statements

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

### About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

#### 1. Comprehensive Income Statement

Summarises Council's financial performance for the year ended 30 June 2021, listing all income & expenses.

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

#### 2. Balance Sheet

As at 30 June 2021 is a snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

#### 3. Statement of Changes in Equity

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

#### 4. Statement of Cash Flows

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

#### 5. Statement of Capital Works

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

### About the Notes to the Financial Report

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

### About the Auditor's Reports

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

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

### Who uses the Financial Report?

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

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

# Comprehensive Income Statement

for the year ended 30 June 2021

	Notes	2021 \$ '000	2020 \$ '000
<b>Income</b>			
Rates and charges	3.1	104,600	103,283
Statutory fees and fines	3.2	11,065	14,093
User fees	3.3	5,849	8,915
Grants - operating	3.4	7,865	8,846
Grants - capital	3.4	4,975	6,316
Contributions - monetary	3.5	15,550	5,850
Contributions - non monetary	3.5	10,684	74
Other income	3.7	2,298	3,221
<b>Total income</b>		<b>162,886</b>	<b>150,598</b>
<b>Expenses</b>			
Employee costs	4.1	52,916	51,619
Materials and services	4.2	58,942	64,009
Depreciation	4.3	17,829	17,298
Amortisation - Right of use assets	4.4	766	714
Bad and doubtful debts	4.5	2,671	3,261
Finance Costs - Leases	4.6	17	19
Net loss on disposal of property, infrastructure, plant and equipment	3.6	1,314	2,235
Other expenses	4.7	870	624
<b>Total expenses</b>		<b>135,325</b>	<b>139,779</b>
<b>Surplus/(deficit) for the year</b>		<b>27,561</b>	<b>10,819</b>
<b>Other comprehensive income:</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment/(decrement)	6.2	22,393	86,351
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>22,393</b>	<b>86,351</b>
<b>Total other comprehensive income for the year</b>		<b>22,393</b>	<b>86,351</b>
<b>Total comprehensive result</b>		<b>49,954</b>	<b>97,170</b>

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



# Balance Sheet

as at 30 June 2021

	Notes	2021 \$ '000	2020 \$ '000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	53,158	46,507
Other financial assets	5.1	70,000	50,000
Trade and other receivables	5.1	14,899	14,593
Inventories	5.2	14	11
Non-current assets classified as "held for sale"	6.1	2,250	—
Other assets	5.2	2,168	2,004
<b>Total current assets</b>		<b>142,489</b>	<b>113,115</b>
<b>Non-current assets</b>			
Trade and other receivables	5.1	314	158
Property, infrastructure, plant and equipment	6.2	1,209,577	1,182,233
Right-of-use assets	5.7	1,106	1,576
<b>Total non-current assets</b>		<b>1,210,997</b>	<b>1,183,967</b>
<b>Total assets</b>		<b>1,353,486</b>	<b>1,297,082</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	6,322	11,001
Trust funds and deposits	5.3	6,544	3,324
Unearned income	5.3	11,190	4,095
Provisions	5.4	15,405	14,230
Lease liabilities	5.7	305	657
<b>Total current liabilities</b>		<b>39,766</b>	<b>33,307</b>
<b>Non-current liabilities</b>			
Provisions	5.4	1,010	905
Lease liabilities	5.7	824	938
<b>Total non-current liabilities</b>		<b>1,834</b>	<b>1,843</b>
<b>Total liabilities</b>		<b>41,600</b>	<b>35,150</b>
<b>Net assets</b>		<b>1,311,886</b>	<b>1,261,932</b>
<b>Equity</b>			
Accumulated surplus		400,544	389,621
Reserves	9.1	911,342	872,311
<b>Total Equity</b>		<b>1,311,886</b>	<b>1,261,932</b>

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

# Statement of Changes in Equity

for the year ended 30 June 2021

	Notes	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
<b>2021</b>					
<b>Balance at beginning of the financial year</b>		1,261,932	389,621	797,739	74,572
<b>Surplus/(deficit) for the year</b>		27,561	27,561	—	—
<b>Other comprehensive income</b>					
- Net asset revaluation increment	6.2	22,393	—	22,393	—
<b>Other comprehensive income</b>		22,393	—	22,393	—
<b>Total comprehensive income</b>		49,954	27,561	22,393	—
Transfers to other reserves	9.1	—	(34,603)	—	34,603
Transfers from other reserves	9.1	—	17,965	—	(17,965)
<b>Balance at end of the financial year</b>		1,311,886	400,544	820,132	91,210
<b>2020</b>					
<b>Balance at beginning of the financial year</b>		1,164,762	389,725	711,388	63,649
<b>Surplus/(deficit) for the year</b>		10,819	10,819	—	—
<b>Other comprehensive income</b>					
- Net asset revaluation increment	6.2	86,351	—	86,351	—
<b>Other comprehensive income</b>		86,351	—	86,351	—
<b>Total comprehensive income</b>		97,170	10,819	86,351	—
Transfers to other reserves	9.1	—	(31,641)	—	31,641
Transfers from other reserves	9.1	—	20,718	—	(20,718)
<b>Balance at end of the financial year</b>		1,261,932	389,621	797,739	74,572

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

# Statement of Cash Flows

for the year ended 30 June 2021

		2021	2020
		Inflows/ (Outflows)	Inflows/ (Outflows)
	Notes	\$ '000	\$ '000
<b>Cash flows from operating activities</b>			
Rates and charges		103,536	101,007
Statutory fees and fines		9,158	10,832
User fees		6,394	9,748
Grants - operating		8,700	8,846
Grants - capital		11,354	9,283
Contributions - monetary		15,550	5,850
Interest received		648	1,415
Trust funds and deposits taken		6,237	3,766
Other receipts		1,559	1,768
Net GST refund		6,584	7,262
Employee costs		(52,291)	(51,396)
Materials and services		(70,851)	(74,285)
Short-term, low value and variable lease payments		(193)	(121)
Trust funds and deposits repaid		(3,017)	(3,566)
Other payments		(278)	(377)
<b>Net cash provided by/(used in) operating activities</b>	9.2	<b>43,090</b>	<b>30,032</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.2	(18,028)	(23,648)
Proceeds from sale of property, infrastructure, plant and equipment		2,368	623
Payments for investments		(110,000)	(32,000)
Proceeds from sale of investments		90,000	34,000
<b>Net cash provided by/(used in) investing activities</b>		<b>(35,660)</b>	<b>(21,025)</b>
<b>Cash flows from financing activities</b>			
Interest paid - lease liability		(17)	(19)
Repayment of lease liabilities		(762)	(695)
<b>Net cash flow provided by/(used in) financing activities</b>		<b>(779)</b>	<b>(714)</b>
<b>Net Increase (decrease) in cash and cash equivalents</b>		<b>6,651</b>	<b>8,293</b>
Cash and cash equivalents at the beginning of the financial year		46,507	38,214
<b>Cash and cash equivalents at the end of the financial year</b>		<b>53,158</b>	<b>46,507</b>
Financing arrangements	5.5	350	350
Restrictions on cash assets	5.1	16,159	6,371

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

# Statement of Capital Works

for the year ended 30 June 2021

	2021 \$ '000	2020 \$ '000
<b>Property</b>		
Land	–	1,072
Works in Progress	–	651
<b>Total land</b>	<b>–</b>	<b>1,723</b>
Buildings	1,701	6,020
Work in progress	4,270	1,697
<b>Total buildings</b>	<b>5,971</b>	<b>7,717</b>
<b>Total property</b>	<b>5,971</b>	<b>9,440</b>
<b>Plant and equipment</b>		
Plant, machinery and equipment	1,153	1,436
Computers and telecommunications	182	658
Library books	460	750
Work in progress	822	865
<b>Total plant and equipment</b>	<b>2,617</b>	<b>3,709</b>
<b>Infrastructure</b>		
Roads	2,545	3,077
Bridges	–	670
Footpaths and cycleways	1,001	1,137
Drainage	788	1,309
Recreational, leisure and community facilities	1,955	–
Waste management	381	320
Parks, open space and streetscapes	564	501
Off street car parks	100	–
Other infrastructure	–	–
Work in progress	5,240	6,551
<b>Total infrastructure</b>	<b>12,574</b>	<b>13,565</b>
<b>Total capital works expenditure</b>	<b>21,162</b>	<b>26,714</b>
<b>Represented by:</b>		
New asset expenditure	1,417	5,873
Asset renewal expenditure	8,469	10,176
Asset upgrade expenditure	944	900
Work in progress	10,332	9,765
<b>Total capital works expenditure</b>	<b>21,162</b>	<b>26,714</b>

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

# Annual Financial Report

for the year ended 30 June 2021

## Overview

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### Introduction

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

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

### Statement of compliance

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

### Significant accounting policies

#### (a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2).
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2).
- the determination of employee provisions (refer to Note 5.4).
- the determination of landfill provisions (refer to Note 5.4).
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3).
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7).
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable (refer to Note 10.1).
- other areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

#### (b) Impact of Covid-19

On 16 March 2020, a state of emergency was declared in Victoria due to COVID-19, also known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following significant impacts on its financial operations:

- Additional revenue: Grants received – \$496k from the Department Jobs, Precincts and Regions for local council outdoor eating and entertainment, \$155k from the Department of Health and Human Services for community activation and social isolation, \$254k from the Department of Jobs, Precincts and Regions for Activating Outdoor Dining Spaces, \$65k from the Department of Jobs, Precincts and Regions for a COVID-19 relief program, and \$1.3 million from the Department of Infrastructure and Transport for the COVID-19 Local Roads and Community Infrastructure Program.
- Revenue reductions: There was a \$2.34 million loss in income from Maribyrnong Aquatic Centre fees because of prolonged closures of the Centre due to State COVID-19 restrictions, \$51k loss for the Centre's swim school, and



## Annual Financial Report

for the year ended 30 June 2021

### Overview (continued)

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\$38k loss of income in sales of merchandise at the Centre. There was a \$261k loss of hire charges due to COVID-19 restrictions and density limits and loss of \$50k income from festival fees due to the New Year Eve event having to be cancelled as a result of COVID-19 restrictions, along with an additional 12k loss as there were no application fees collected for stalls at the event. There was also a loss of income at Maribyrnong Libraries for library services (\$19k) and library photocopier charges (\$27k); parking (\$30k); sports and recreation (\$25k); and reduction in emergency management and community care (\$38k). Council waived Early Years administration fee as part of the relief package, resulting in a \$7k loss; a lack of casual park hire and event permits for festivals, sports ground, and pavilions led to a \$23k loss; a \$23k reduction in income for street permits.

- Revenue foregone: \$2.29 million unfavourable income related to parking ticket machines, \$1.53 million was provided to the community as part of Council's COVID-19 relief package (\$900k relates to 50% rebate for 4th rate instalment in 2019-2020 financial year), \$179k loss of income from rates interest penalty and \$140k loss of rates legal costs recovered, \$108k unfavourable in long term facility hire, \$229k waived commercial lease as part of Council's COVID-19 business relief package, \$61k net loss of rental income from Maribyrnong Aquatic Centre mainly related to swimming squad hire and cafe rental, \$15k loss in recreation sport ground events hire, offset declined (\$208k) income in parking infringements, \$125k loss due to street furniture permits waived as part of Council's COVID-19 relief package. In addition, there has been a zero rate increase for the FY 20/21 providing a further \$1.95 million rate relief to ratepayers. \$309k of food businesses revenue was forgone, and new business start-up fees were waived (\$81k).
- Additional costs: \$970k for additional touchpoint cleaning for all Council buildings/facilities, safety equipment, store supplies, vehicles, and plant costs.

In addition, Council is also working with ratepayers who have financial hardship impacts as a result of COVID-19, on an individual basis offering deferments and interest holds on Rate payments. The Ordinary Council Meeting on 15 June 2021 has extended the COVID-19 Financial Hardship Policy as part of the adopted Budget 2021-22 until 30 June 2022.

#### (c) Prior Period Adjustment

In 2020 grant revenue was incorrectly recognised as having being earned \$2.9 million, it has been subsequently determined the performance obligation attached to the grant had not been completed, as a result, the grant should have been treated as unearned income. To correct the error the financial comparative information in 2020 has been adjusted to decrease the revenue recognised and increase unearned revenue by \$2.9 million. (refer note 5.3 (c) and note 3.4).

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 1. Performance against budget

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

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

	Budget 2021 \$ '000	Actual 2021 \$ '000	Variance 2021 \$ '000	Variance 2021 %	Ref
<b>1.1 Income and expenditure</b>					
<b>Income</b>					
Rates and charges	105,901	104,600	(1,301)	(1)%	
Statutory fees and fines	10,740	11,065	325	3%	
User fees	10,310	5,849	(4,461)	(43)%	1
Grants - operating	8,275	7,865	(410)	(5)%	
Grants - capital	1,658	4,975	3,317	200%	2
Contributions - monetary	6,416	15,550	9,134	142%	3
Contributions - non monetary	3,825	10,684	6,859	179%	4
Other income	2,576	2,298	(278)	(11)%	5
<b>Total income</b>	<b>149,701</b>	<b>162,886</b>	<b>13,185</b>	<b>9%</b>	
<b>Expenses</b>					
Employee costs	54,615	52,916	1,699	3%	
Materials and services	53,620	58,942	(5,322)	(10)%	6
Depreciation	18,858	17,829	1,029	5%	
Amortisation - right of use assets	744	766	(22)	(3)%	
Bad and doubtful debts	2,812	2,671	141	5%	
Finance costs - leases	41	17	24	59%	
Net loss on disposal of property, infrastructure, plant and equipment	1,400	1,314	86	6%	
Other expenses	1,485	870	615	41%	7
<b>Total expenses</b>	<b>133,575</b>	<b>135,325</b>	<b>(1,750)</b>	<b>(1)%</b>	
<b>Surplus/(deficit) for the year</b>	<b>16,126</b>	<b>27,561</b>	<b>11,435</b>	<b>71%</b>	

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 1. Performance against budget (continued)

## (i) Explanation of material variations

Variance Ref	Explanation
-----------------	-------------

- |    |   |
|----|---|
| 1. | Ticket machine income (\$2.2 million) and Maribyrnong Aquatic Centre (\$2.3 million) were under budget due to the impact of COVID-19 lockdowns and restrictions.  |
| 2. | Additional grants received were Henry Turner North Reserve (165k), Inclusive Kindergarten Facilities \$179k and the Footscray Wharf unspent grant of \$2.9 million was recognised in the Financial Year 2021. |
| 3. | Contributions for Joseph Road Public Realm works and open space were received in FY20/21.   |
| 4. | Contributed road and open space infrastructure assets transferred to Council from new developments predominantly around Braybrook.  |
| 5. | The reduction is due to the decrease on interest on investments.  |
| 6. | This is mainly due to the reallocation of improvement works between capital and operating.  |
| 7. | This is mainly due to new accounting standard (AASB16) lease expenses were budgeted under other expense but are shown under Materials and Services.   |

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 1. Performance against budget (continued)

	Budget 2021 \$ '000	Actual 2021 \$ '000	Variance 2021 \$ '000	Variance 2021 %	Ref
<b>1.2 Capital works</b>					
<b>Property</b>					
Land	600	–	(600)	(100)%	1
<b>Total land</b>	<b>600</b>	<b>–</b>	<b>(600)</b>	<b>(100)%</b>	
Buildings	9,298	1,701	(7,597)	(82)%	2
Work in progress	–	4,270	4,270	∞	3
<b>Total buildings</b>	<b>9,298</b>	<b>5,971</b>	<b>(3,327)</b>	<b>(36)%</b>	
<b>Total property</b>	<b>9,898</b>	<b>5,971</b>	<b>(3,927)</b>	<b>(40)%</b>	
<b>Plant and equipment</b>					
Plant, machinery and equipment	1,700	1,153	(547)	(32)%	4
Computers and telecommunications	2,493	182	(2,311)	(93)%	5
Library books	890	460	(430)	(48)%	6
Work in progress	–	822	822	∞	7
<b>Total plant and equipment</b>	<b>5,083</b>	<b>2,617</b>	<b>(2,466)</b>	<b>(49)%</b>	
<b>Infrastructure</b>					
Roads	11,507	2,545	(8,962)	(78)%	8
Footpaths and cycleways	2,455	1,001	(1,454)	(59)%	9
Drainage	684	788	104	15%	10
Recreational, leisure and community facilities	1,267	1,955	688	54%	11
Waste management	450	381	(69)	(15)%	12
Parks, open space and streetscapes	10,355	564	(9,791)	(95)%	13
Off street car parks	488	100	(388)	(80)%	14
Other infrastructure	1,180	–	(1,180)	(100)%	15
Work in progress	–	5,240	5,240	∞	16
<b>Total infrastructure</b>	<b>28,386</b>	<b>12,574</b>	<b>(15,812)</b>	<b>(56)%</b>	
<b>Total capital works expenditure</b>	<b>43,367</b>	<b>21,162</b>	<b>(22,205)</b>	<b>(51)%</b>	
<b>Represented by:</b>					
New asset expenditure	13,817	1,417	(12,400)	(90)%	
Asset renewal expenditure	21,307	8,469	(12,838)	(60)%	
Asset upgrade expenditure	8,243	944	(7,299)	(89)%	
Work in progress	–	10,332	10,332	∞	
<b>Total capital works expenditure</b>	<b>43,367</b>	<b>21,162</b>	<b>(22,205)</b>	<b>(51)%</b>	

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 1. Performance against budget (continued)

## (i) Explanation of material variations

Variance Ref	Explanation
1.	This is due to a lack of purchasing opportunities for new parkland.
2.	There was one project that did not proceed (\$0.22 million), ten projects were partially completed (\$4.2 million) and are included in Work In Progress (WIP) (refer to reference 3). Nine projects (\$3.2 million) were carried forward to 21/22.
3.	There were ten projects partially completed some of the major projects in WIP are Footscray Integrated Learning center \$2.3 million, MAC change room \$434k, Henderson house \$629k (refer to reference 2).
4.	Delay in sourcing fleet due to supply chain disruption of COVID-19.
5.	Single view customer is included in Work In Progress (WIP) \$822k (refer to reference 7) and \$600k moved to next year. COVID-19 laptop supply disruption \$330k.
6.	Due to the increase in our one-year online subscriptions which are expensed (\$259k) in line with our accounting policy. COVID-19 resulted in less purchase of the books \$228k.
7.	Single View of Customer \$822k was included as part of the Work In Progress (WIP) (refer to reference 5).
8.	There were three projects \$2.09 million that did not proceed due to delays from the service authority, four projects partially completed had an overall saving of \$3.6 million to budget while other non-capitalized expenses were \$2.03 million.
9.	There was one project of \$390k that did not proceed and 900K moved to next year.
10.	Drainage works Austin (West) Crescent \$70k and May St - Ballarat Rd \$60k.
11.	Harris reserve playground upgrade \$42k and parks and open space play units renewal program \$117k and Pipemakers park \$536k.
12.	Savings in the bin renewal program.
13.	There were six projects \$2.65 million carried forward to 2021/22 including the construction of Footscray Wharf and Promenade, master planning of Yarraville Oval, Stony Creek Direction Plan Implementation did not proceed with its \$130k budget, four projects were partially completed while other non-capitalized expenses were \$2.48 million.
14.	Chifley Drive Shoulder car park did not proceed with its \$108k budget due to scope changes, delay of parking sensors purchases due to COVID-19 disruption \$150k, and construction of Chifley Drive Carpark near Coulson Garden Playground was carried forward \$150k to 2021/22.
15.	The non-capitalised expenses were \$877k below threshold limits (lighting and smart city devices).
16.	The major projects which were partially completed are Footscray Wharf \$2.8 million, Footscray Park \$420k, Hansen reserve \$338k, Joseph Rd \$317k, Blackstone st \$273k and \$150k for bicycle and pedestrian network upgrade.



## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 2. Analysis of Council results by program

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#### 2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

##### **Corporate services**

Corporate Services provides internal services to ensure a well-managed, financially sustainable, reputable and accountable organisation. It also supports the elected Council and its decision making role. This directorate includes People and Capability, Governance and Commercial Services, Customer Engagement, Information Technology Services, Finance and City Places.

##### **Community services**

Community Services focuses on the population's wellbeing and activity, with particular attention to individuals and communities with special needs or defined by particular demographic characteristics. This directorate includes City Futures, Arts Community Learning and Libraries, Community Development Positive Ageing and Inclusion and Community Services and Social Infrastructure Planning.

##### **Infrastructure services**

Infrastructure Services is responsible for managing and maintaining the city's built and natural environments in the public domain. This directorate includes Engineering Services, Strategic Asset Management, Regulatory Services, Recreation and Open Space and Operations and Maintenance.

**Note: Maribyrnong City Council completed a restructure of its operations during the 2020–21 financial year. Comparative data for the 2019-20 financial year has been adjusted to align with the new structure.**

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 2. Analysis of Council results by program (continued)

## 2.2 Summary of revenues, expenses, assets and capital expenses by program

Functions/activities	Income \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income \$ '000	Total assets \$ '000
<b>2021</b>					
Corporate services	110,534	20,293	90,241	2,741	140,539
Community services	5,505	20,834	(15,329)	4,775	—
Infrastructure services	46,847	94,198	(47,351)	5,324	1,212,947
<b>Total functions and activities</b>	<b>162,886</b>	<b>135,325</b>	<b>27,561</b>	<b>12,840</b>	<b>1,353,486</b>
<b>2020</b>					
Corporate services	110,731	24,233	86,498	2,913	113,262
Community services	12,038	28,621	(16,583)	6,397	—
Infrastructure services	27,829	86,925	(59,096)	5,852	1,183,820
<b>Total functions and activities</b>	<b>150,598</b>	<b>139,779</b>	<b>10,819</b>	<b>15,162</b>	<b>1,297,082</b>

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 3. Funding for the delivery of our services

	2021 \$ '000	2020 \$ '000
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### 3.1 Rates and charges

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

The valuation base used to calculate general rates for 2020/21 was \$32.858 Billion (2019/20: \$30.139 Billion).

General rates	94,496	94,331
Municipal charge	857	832
Waste management charge	7,974	6,853
Supplementary rates and rate adjustments	1,123	785
Interest on rates and charges	89	420
Cultural and recreational	61	62
<b>Total rates and charges</b>	<b>104,600</b>	<b>103,283</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation will be first applied in the rating year commencing 1 July 2020 (for the financial year 2020/21).

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

### 3.2 Statutory fees and fines

Infringements and costs	6,075	8,662
Court recoveries	2,185	2,515
Town planning fees	1,186	1,010
Land information certificates	113	97
Permits	1,296	1,809
Other	210	–
<b>Total statutory fees and fines</b>	<b>11,065</b>	<b>14,093</b>

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

# Notes to the Financial Statements

for the year ended 30 June 2021

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

	2021 \$ '000	2020 \$ '000
<b>3.3 User fees</b>		
Aged and health services	171	178
Leisure centre and recreation	1,555	3,753
Parking	1,019	1,918
Registration and other permits	1,124	405
Building services	501	94
Waste management services	34	22
Other fees and charges	1,445	2,545
<b>Total user fees</b>	<b>5,849</b>	<b>8,915</b>
<b>User fees by timing of revenue recognition</b>		
User fees recognised over time	1,589	4,922
User fees recognised at a point in time	4,260	3,993
<b>Total user fees</b>	<b>5,849</b>	<b>8,915</b>

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

## Notes to the Financial Statements

for the year ended 30 June 2021

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

	2021 \$ '000	2020 \$ '000
<b>3.4 Funding from other levels of government</b>		
Grants were received in respect of the following:		
<b>Summary of grants</b>		
Commonwealth funded grants	5,165	6,468
State funded grants	7,675	8,694
<b>Total grants received</b>	<b>12,840</b>	<b>15,162</b>
<b>(a) Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Financial Assistance Grants - general purpose	2,245	2,271
Health support programs	1,828	2,668
<b>Recurrent - State Government</b>		
Aged care	675	1,127
School crossing supervisors	254	259
Libraries	611	604
Maternal and child health	1,201	760
Community safety	129	537
Other	28	210
<b>Total recurrent operating grants</b>	<b>6,971</b>	<b>8,436</b>
<b>Non-recurrent - Commonwealth Government</b>		
Other	—	7
<b>Non-recurrent - State Government</b>		
Family and children	12	36
Festivals	—	110
Strategic planning	—	10
Gender equity	12	48
Footscray cemetery trust	—	124
DHHS community activation	155	34
Buildings	75	—
Business Improvement	546	—
Other	94	41
<b>Total non-recurrent operating grants</b>	<b>894</b>	<b>410</b>
<b>Total operating grants</b>	<b>7,865</b>	<b>8,846</b>



## Notes to the Financial Statements

for the year ended 30 June 2021

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

	2021 \$ '000	2020 \$ '000
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery	358	358
Financial assistance grants - local roads	554	650
<b>Total recurrent capital grants</b>	<b>912</b>	<b>1,008</b>
<b>Non-recurrent - Commonwealth Government</b>		
Smart cities & safer communities	–	514
Reserve Upgrade	180	–
<b>Non-recurrent - State Government</b>		
Community infrastructure	3,239	3,815
Community road infrastructure	644	979
<b>Total non-recurrent capital grants</b>	<b>4,063</b>	<b>5,308</b>
<b>Total capital grants</b>	<b>4,975</b>	<b>6,316</b>
<b>(c) Unspent grants received on condition that they be spent in a specific manner:</b>		
<b>Operating</b>		
Balance at start of year	1,694	1,671
Received during the financial year and remained unspent at balance date	810	1,694
Received in prior years and spent during the financial year	(1,694)	(1,671)
<b>Balance at year end</b>	<b>810</b>	<b>1,694</b>
<b>Capital</b>		
Balance at start of year	7,766	2,967
Received during the financial year and remained unspent at balance date	9,284	7,766
Received in prior years and spent during the financial year	(7,766)	(2,967)
<b>Balance at year end</b>	<b>9,284</b>	<b>7,766</b>

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement. Unspent grants with no specific performance obligation are transferred to council discretionary reserve.

# Notes to the Financial Statements

for the year ended 30 June 2021

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

	2021 \$ '000	2020 \$ '000
<b>3.5 Contributions</b>		
<b>Monetary contributions</b>		
Monetary	15,550	5,850
<b>Total monetary contributions</b>	<b>15,550</b>	<b>5,850</b>
<b>Non-monetary contributions</b>		
Non-monetary	10,684	74
<b>Total non-monetary contributions</b>	<b>10,684</b>	<b>74</b>
<b>Total contributions</b>	<b>26,234</b>	<b>5,924</b>

Contributions of non monetary assets were received in relation to the following asset classes.

Land	7,413	—
Roads	1,611	74
Other infrastructure	1,660	—
<b>Total non-monetary contributions</b>	<b>10,684</b>	<b>74</b>

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

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

### Property, infrastructure, plant and equipment

Proceeds of sale	2,368	623
Written down value of assets disposed	(3,682)	(2,858)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>(1,314)</b>	<b>(2,235)</b>
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>(1,314)</b>	<b>(2,235)</b>

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

## 3.7 Other income

Interest	648	1,415
Other	1,650	1,806
<b>Total other income</b>	<b>2,298</b>	<b>3,221</b>

Interest is recognised as it is earned.

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

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 4. The cost of delivering services

	2021 \$ '000	2020 \$ '000
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### 4.1 Employee costs

#### (a) Employee costs

Wages and salaries	45,143	43,873
WorkCover	1,041	694
Casual staff	1,913	2,298
Superannuation	4,159	4,081
Fringe benefits tax	240	243
Other	420	430
<b>Total employee costs</b>	<b>52,916</b>	<b>51,619</b>

#### (b) Superannuation

Council made contributions to the following funds:

##### Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	303	296
	<b>303</b>	<b>296</b>

##### Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,564	2,484
Employer contributions - other funds	1,476	1,301
	<b>4,040</b>	<b>3,785</b>

#### Total superannuation costs

	<b>4,343</b>	<b>4,081</b>
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Refer to Note 9.3. for further information relating to Council's superannuation obligations.

### 4.2 Materials and services

Contract payments	35,191	37,475
Building maintenance	2,967	2,484
General maintenance	148	140
Utilities	2,651	3,245
Office administration	1,825	4,632
Information technology	3,583	2,624
Insurance	1,400	1,314
Consultants	966	1,733
Expenses from short term and low value leases	176	121
Community grants	1,258	1,484
Debt recovery infringement costs	1,374	1,753
Tipping and refuse collections	7,403	7,004
<b>Total materials and services</b>	<b>58,942</b>	<b>64,009</b>

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 4. The cost of delivering services (continued)

	2021 \$ '000	2020 \$ '000
<b>4.3 Depreciation</b>		
<b>Property</b>		
Heritage buildings	609	556
Buildings - specialised	2,557	2,370
Buildings - non specialised	134	134
<b>Total depreciation - property</b>	<b>3,300</b>	<b>3,060</b>
<b>Plant and equipment</b>		
Plant machinery and equipment	1,427	1,438
Computers and telecomms	780	736
Library books	516	754
<b>Total depreciation - plant and equipment</b>	<b>2,723</b>	<b>2,928</b>
<b>Infrastructure</b>		
Roads	6,153	5,997
Bridges	75	49
Footpaths and cycleways	2,015	1,946
Drainage	2,024	1,979
Recreational, leisure and community	593	494
Waste management	178	109
Parks open spaces and streetscapes	347	296
Off street car parks	192	212
Other infrastructure	229	228
<b>Total depreciation - infrastructure</b>	<b>11,806</b>	<b>11,310</b>
<b>Total depreciation</b>	<b>17,829</b>	<b>17,298</b>

Refer to note 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

## 4.4 Amortisation - Right of use assets

Plant and Equipment	766	714
<b>Total Amortisation - Right of use assets</b>	<b>766</b>	<b>714</b>

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 4. The cost of delivering services (continued)

	2021 \$ '000	2020 \$ '000
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### 4.5 Bad and doubtful debts

Parking fine debtors	2,671	3,261
<b>Total bad and doubtful debts</b>	<b>2,671</b>	<b>3,261</b>

#### Movement in provisions for doubtful debts

Balance at the beginning of the year	21,088	17,827
New provisions recognised during the year	2,643	3,261
<b>Balance at end of year</b>	<b>23,731</b>	<b>21,088</b>

Provision for doubtful debt is recognised based on an expected credit loss model.

This model considers both historic and forward looking information in determining the level of impairment.

### 4.6 Finance Costs - Leases

Interest - Lease Liabilities	17	19
<b>Total finance costs</b>	<b>17</b>	<b>19</b>

### 4.7 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	76	59
Internal Audit	109	71
Other Audit services	—	160
Councillors' allowances and superannuation	249	259
Other	436	75
<b>Total other expenses</b>	<b>870</b>	<b>624</b>



# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position

	Notes	2021 \$ '000	2020 \$ '000
<b>5.1 Financial assets</b>			
<b>(a) Cash and cash equivalents</b>			
<b>Current</b>			
Cash on hand		10	10
Cash at bank		1,148	1,997
Term deposits		52,000	44,500
<b>Total current cash and cash equivalents</b>		<b>53,158</b>	<b>46,507</b>
<b>(b) Other financial assets</b>			
<b>Current</b>			
Term deposits		70,000	50,000
<b>Total current other financial assets</b>		<b>70,000</b>	<b>50,000</b>
<b>Total current financial assets</b>		<b>123,158</b>	<b>96,507</b>
<b>External restrictions</b>			
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
Trust funds and deposits	5.3	6,543	3,462
Developer contributions		9,616	2,909
<b>Total restricted funds</b>		<b>16,159</b>	<b>6,371</b>
<b>Total unrestricted cash and cash equivalents</b>		<b>36,999</b>	<b>40,136</b>
<b>Intended allocations</b>			
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:			
Cash held to fund carried forward capital works		48,132	42,789
Grants received in advance		14,154	9,460
Mausoleum trust		574	574
Open space contributions		28,828	18,840
Long service leave liability		10,063	9,389
Annual leave liability		5,612	4,977
Gratuity liability		736	769
<b>Total funds subject to intended allocations</b>		<b>108,099</b>	<b>86,798</b>

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

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

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
<b>(c) Trade &amp; Other Receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	9,927	9,019
Infringement debtors	25,500	23,620
Net GST receivable	1,409	1,322
<i>Non-statutory receivables</i>		
Other debtors	1,794	1,719
<i>Provisions for doubtful debts</i>		
Provision for doubtful debts - infringements	(23,731)	(21,087)
<b>Total current trade and other receivables</b>	<b>14,899</b>	<b>14,593</b>
<b>Non-Current</b>		
<i>Statutory receivables</i>		
Deferred rates debtors	314	158
<b>Total non-current trade and other receivables</b>	<b>314</b>	<b>158</b>
<b>Total trade and other receivables</b>	<b>15,213</b>	<b>14,751</b>

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

### (d) Ageing of receivables

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

Current (not yet due)	381	1,633
Past due by up to 30 to 60 days	1,396	24
Past due between 60 and 90 days	7	1
Past due by more than 90 days	10	61
<b>Total trade and other receivables</b>	<b>1,794</b>	<b>1,719</b>

### (e) Ageing of individually impaired receivables

At the balance date, other debtors representing financial assets with a nominal value of \$ 28,756 (2020: \$nil) were impaired. These debtors have been written off and were reported to the Audit and Risk Committee. The amount of the provision raised against these debtors was \$nil (2020: \$nil).

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
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### 5.2 Non-financial assets

#### (a) Inventories

##### Current

Inventories held for sale	14	11
<b>Total current inventories</b>	<b>14</b>	<b>11</b>

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

#### (b) Other assets

##### Current

Prepayments	2,100	1,865
Accrued income	68	139
<b>Total current other assets</b>	<b>2,168</b>	<b>2,004</b>

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
<b>5.3 Payables</b>		
<b>(a) Trade and other payables</b>		
<b>Current</b>		
Trade payables	5,155	8,160
Accrued expenses	1,167	2,841
<b>Total current trade and other payables</b>	<b>6,322</b>	<b>11,001</b>
<b>(b) Trust funds and deposits</b>		
<b>Current</b>		
Refundable deposits	5,282	2,291
Fire services levy	1,053	809
Retention amounts	209	209
Other refundable deposits	–	15
<b>Total current trust funds and deposits</b>	<b>6,544</b>	<b>3,324</b>
<b>(c) Unearned income</b>		
<b>Current</b>		
<b>Grants received in advance:</b>		
Grants received in advance - operating	810	–
Grants received in advance - capital	9,284	2,967
<b>Total grants received in advance</b>	<b>10,094</b>	<b>2,967</b>
<b>User fees received in advance:</b>		
Rates Prepaid	967	990
Other	129	138
<b>Total user fees received in advance</b>	<b>1,096</b>	<b>1,128</b>
<b>Total unearned income</b>	<b>11,190</b>	<b>4,095</b>

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

### Purpose and nature of items

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

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

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

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	Employee provisions \$ '000	Total \$ '000
<b>5.4 Provisions</b>		
<b>2021</b>		
Balance at the beginning of the financial year	15,135	15,135
Additional provisions	4,659	4,659
Amounts used	(4,302)	(4,302)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	923	923
<b>Balance at the end of the financial year</b>	<b>16,415</b>	<b>16,415</b>
<b>2020</b>		
Balance at the beginning of the financial year	14,683	14,683
Additional provisions	5,050	5,050
Amounts used	(4,761)	(4,761)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	163	163
<b>Balance at the end of the financial year</b>	<b>15,135</b>	<b>15,135</b>
	<b>2021</b>	<b>2020</b>
	<b>\$ '000</b>	<b>\$ '000</b>
<b>(a) Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Annual leave	4,200	3,680
Long service leave	1,114	1,051
Retirement gratuity	43	45
	<b>5,357</b>	<b>4,776</b>
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	1,413	1,297
Long service leave	7,942	7,433
Retirement gratuity	693	724
	<b>10,048</b>	<b>9,454</b>
<b>Total current employee provisions</b>	<b>15,405</b>	<b>14,230</b>
<b>Non-Current</b>		
Long service leave	1,010	905
<b>Total Non-Current Employee Provisions</b>	<b>1,010</b>	<b>905</b>
Aggregate Carrying Amount of Employee Provisions:		
Current	15,405	14,230
Non-current	1,010	905
<b>Total Aggregate Carrying Amount of Employee Provisions</b>	<b>16,415</b>	<b>15,135</b>

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

*Wages and salaries and annual leave*



# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	2021	2020
	\$ '000	\$ '000

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

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

### Long service leave

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

Key assumptions:

- discount rate	1.49%	0.87%
- index rate	2.25%	2.25%

## 5.5 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2021.

Bank overdraft	200	200
Business card facilities	150	150
<b>Total Facilities</b>	<b>350</b>	<b>350</b>
Business card facilities used	28	33
<b>Used facilities</b>	<b>28</b>	<b>33</b>
<b>Unused facilities</b>	<b>322</b>	<b>317</b>

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

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

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

#### 2021

##### Operating

Consultancies	373	85	39	—	497
Cleaning contracts for council buildings	500	—	—	—	500
Tree maintenance	956	976	1,962	—	3,894
Courier services	9	10	3	—	22
IT services	2,294	1,134	130	—	3,558
Co-generation	122	126	341	—	589
Plant & equipment	259	124	245	—	628
Street Cleansing	723	243	—	—	966
Management services	769	—	—	—	769
Other	282	282	24	—	588
<b>Total</b>	<b>6,287</b>	<b>2,980</b>	<b>2,744</b>	<b>—</b>	<b>12,011</b>

##### Capital

Buildings	8,174	357	—	—	8,531
Roads	1,318	—	—	—	1,318
Street trees	767	674	—	—	1,441
Plant and equipment	275	24	—	—	299
<b>Total</b>	<b>10,534</b>	<b>1,055</b>	<b>—</b>	<b>—</b>	<b>11,589</b>

#### 2020

##### Operating

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

##### Capital

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

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 5. Our financial position (continued)

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#### 5.7 Leases

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

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

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

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

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

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

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

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

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

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

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

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

## (a) Right-of-Use Assets

	Other \$ '000	Total \$ '000
<b>2021</b>		
Balance at 1 July	1,576	1,576
Additions	296	296
Amortisation charge	(766)	(766)
<b>Balance at 30 June</b>	<b>1,106</b>	<b>1,106</b>
<b>2020</b>		
Balance at 1 July	2,151	2,151
Additions	140	140
Amortisation charge	(715)	(715)
<b>Balance at 30 June</b>	<b>1,576</b>	<b>1,576</b>

	2021 \$ '000	2020 \$ '000
--	-----------------	-----------------

## (b) Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

Less than one year	316	670
One to five years	840	897
More than five years	–	61
<b>Total undiscounted lease liabilities as at 30 June:</b>	<b>1,156</b>	<b>1,628</b>

## Lease liabilities included in the Balance Sheet at 30 June:

Current	305	657
Non-current	824	938
<b>Total lease liabilities</b>	<b>1,129</b>	<b>1,595</b>

## Short-term and low value leases

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

## Expenses relating to:

Short-term leases	176	121
<b>Total</b>	<b>176</b>	<b>121</b>

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

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

Within one year	67	69
Later than one year but not later than five years	2	4
<b>Total lease commitments</b>	<b>69</b>	<b>73</b>

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 6. Assets we manage

	2021	2020
	\$ '000	\$ '000

## 6.1 Non-current assets classified as "held for sale"

**Current**

Fair value of assets	2,250	—
<b>Total non current assets classified as held for sale</b>	<b>2,250</b>	<b>—</b>

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.



# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 6. Assets we manage (continued)

### 6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	At Fair Value 30 June 2020 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Depreciation \$ '000	Disposal \$ '000	Write-off \$ '000	Transfers \$ '000	At Fair Value 30 June 2021 \$ '000
Property	803,866	1,701	7,413	(5,099)	(3,300)	(695)	–	(1,062)	802,824
Plant and equipment	7,756	1,795	–	–	(2,723)	(247)	–	281	6,862
Infrastructure	356,590	7,334	3,270	27,492	(11,806)	(2,771)	–	5,096	385,205
Work in progress	14,021	10,332	–	–	–	–	(3,102)	(6,565)	14,686
<b>Total</b>	<b>1,182,233</b>	<b>21,162</b>	<b>10,683</b>	<b>22,393</b>	<b>(17,829)</b>	<b>(3,713)</b>	<b>(3,102)</b>	<b>(2,250)</b>	<b>1,209,577</b>

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property	2,699	4,270	(900)	(1,188)	4,881
Plant and equipment	865	822	(584)	(281)	822
Infrastructure	10,457	5,240	(1,618)	(5,096)	8,983
<b>Total</b>	<b>14,021</b>	<b>10,332</b>	<b>(3,102)</b>	<b>(6,565)</b>	<b>14,686</b>

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Land under roads \$ '000	Total land and land improvements \$ '000	Heritage buildings \$ '000	Buildings specialised \$ '000	Buildings non specialised \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total work in progress \$ '000	Total property \$ '000
<b>Property</b>											
At fair value 1 July 2020	428,391	178,134	548	<b>607,073</b>	51,290	267,809	9,300	<b>328,399</b>	2,699	<b>2,699</b>	<b>938,171</b>
Accumulated depreciation at 1 July 2020	—	—	—	—	(22,072)	(103,210)	(6,324)	<b>(131,606)</b>	—	—	<b>(131,606)</b>
Carrying value - 1 July 2020	428,391	178,134	548	<b>607,073</b>	29,218	164,599	2,976	<b>196,793</b>	2,699	<b>2,699</b>	<b>806,565</b>
<b>Movements in fair value</b>											
Additions	—	—	—	—	—	1,701	—	<b>1,701</b>	4,270	<b>4,270</b>	<b>5,971</b>
Contributions	2,025	4,808	580	<b>7,413</b>	—	—	—	—	—	—	<b>7,413</b>
Revaluation	(5,618)	(10,570)	475	<b>(15,713)</b>	(199)	10,698	115	<b>10,614</b>	—	—	<b>(5,099)</b>
Disposal	—	—	—	—	—	(2,941)	—	<b>(2,941)</b>	—	—	<b>(2,941)</b>
Write-off	—	—	—	—	—	—	—	—	(900)	<b>(900)</b>	<b>(900)</b>
Transfers	(20,996)	18,807	—	<b>(2,189)</b>	1,335	(208)	—	<b>1,127</b>	(1,188)	<b>(1,188)</b>	<b>(2,250)</b>
Total movements in fair value	(24,589)	13,045	1,055	<b>(10,489)</b>	1,136	9,250	115	<b>10,501</b>	2,182	<b>2,182</b>	<b>2,194</b>
<b>Movements in accumulated depreciation</b>											
Depreciation and amortisation	—	—	—	—	(609)	(2,557)	(134)	<b>(3,300)</b>	—	—	<b>(3,300)</b>
Accumulated depreciation of disposals	—	—	—	—	—	2,246	—	<b>2,246</b>	—	—	<b>2,246</b>
Total movements in accumulated depreciation	—	—	—	—	(609)	(311)	(134)	<b>(1,054)</b>	—	—	<b>(1,054)</b>
At fair value 30 June 2021	403,802	191,179	1,603	<b>596,584</b>	54,574	285,653	9,711	<b>349,938</b>	4,881	<b>4,881</b>	<b>951,403</b>
Accumulated depreciation at 30 June 2021	—	—	—	—	(24,829)	(112,115)	(6,754)	<b>(143,698)</b>	—	—	<b>(143,698)</b>
Carrying value - 30 June 2021	403,802	191,179	1,603	<b>596,584</b>	29,745	173,538	2,957	<b>206,240</b>	4,881	<b>4,881</b>	<b>807,705</b>

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Computers and telecomms \$ '000	Library books \$ '000	Total \$ '000	Work in progress \$ '000	Total work in progress \$ '000	Total plant and equipment \$ '000
<b>Plant and Equipment</b>							
At fair value 1 July 2020	10,458	9,518	4,111	24,087	865	865	24,952
Accumulated depreciation at 1 July 2020	(6,371)	(7,184)	(2,776)	(16,331)	—	—	(16,331)
Carrying value - 1 July 2020	4,087	2,334	1,335	7,756	865	865	8,621
<b>Movements in fair value</b>							
Additions	1,153	182	460	1,795	822	822	2,617
Disposal	(1,580)	(49)	(1,230)	(2,859)	—	—	(2,859)
Write-off	—	—	—	—	(584)	(584)	(584)
Transfers	281	—	—	281	(281)	(281)	—
Total movements in fair value	(146)	133	(770)	(783)	(43)	(43)	(826)
<b>Movements in accumulated depreciation</b>							
Depreciation and amortisation	(1,427)	(780)	(516)	(2,723)	—	—	(2,723)
Accumulated depreciation of disposals	1,333	49	1,230	2,612	—	—	2,612
Total movements in accumulated depreciation	(94)	(731)	714	(111)	—	—	(111)
At fair value 30 June 2021	10,312	9,651	3,341	23,304	822	822	24,126
Accumulated depreciation at 30 June 2021	(6,465)	(7,915)	(2,062)	(16,442)	—	—	(16,442)
Carrying value - 30 June 2021	3,847	1,736	1,279	6,862	822	822	7,684

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 6. Assets we manage

	Roads \$ '000	Bridges \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recrea- tional, leisure and community \$ '000	Waste manage- ment \$ '000	Parks open spaces and streets- capes \$ '000	Off street car parks \$ '000	Other infra- structure \$ '000	Total \$ '000	Work in progress \$ '000	Total work in progress \$ '000	Total infra- structure \$ '000
<b>Infrastructure</b>													
At fair value 1 July 2020	294,566	3,729	98,282	198,706	10,384	882	5,978	15,655	3,526	631,708	10,457	10,457	642,165
Accumulated depreciation at 1 July 2020	(136,448)	(1,622)	(46,909)	(76,791)	(4,821)	(345)	(1,711)	(5,097)	(1,374)	(275,118)	–	–	(275,118)
Carrying value - 1 July 2020	158,118	2,107	51,373	121,915	5,563	537	4,267	10,558	2,152	356,590	10,457	10,457	367,047
<b>Movements in fair value</b>													
Additions	2,545	–	1,001	788	1,955	381	564	100	–	7,334	5,240	5,240	12,574
Contributions	1,611	–	358	1,301	–	–	–	–	–	3,270	–	–	3,270
Revaluation	24,280	–	5,114	–	–	–	–	(1,902)	–	27,492	–	–	27,492
Disposal	(2,495)	–	(996)	(414)	(1,756)	–	(10)	(1,895)	–	(7,566)	–	–	(7,566)
Write-off	–	–	–	–	–	–	–	–	–	–	(1,618)	(1,618)	(1,618)
Transfers	1,904	–	1,592	623	846	–	131	–	–	5,096	(5,096)	(5,096)	–
Total movements in fair value	27,845	–	7,069	2,298	1,045	381	685	(3,697)	–	35,626	(1,474)	(1,474)	34,152
<b>Movements in accumulated depreciation</b>													
Depreciation and amortisation	(6,153)	(75)	(2,015)	(2,024)	(593)	(178)	(347)	(192)	(229)	(11,806)	–	–	(11,806)
Accumulated depreciation of disposals	1,434	–	537	179	1,697	–	9	939	–	4,795	–	–	4,795
Accumulated depreciation on revaluation	–	–	–	–	–	–	–	–	–	–	–	–	–
Total movements in accumulated depreciation	(4,719)	(75)	(1,478)	(1,845)	1,104	(178)	(338)	747	(229)	(7,011)	–	–	(7,011)
At fair value 30 June 2021	273,001	3,729	84,436	201,004	11,429	1,263	6,663	14,844	3,526	599,895	8,983	8,983	608,878
Accumulated depreciation at 30 June 2021	(91,757)	(1,697)	(27,472)	(78,636)	(3,717)	(523)	(2,049)	(7,236)	(1,603)	(214,690)	–	–	(214,690)
Carrying value - 30 June 2021	181,244	2,032	56,964	122,368	7,712	740	4,614	7,608	1,923	385,205	8,983	8,983	394,188

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 6. Assets we manage (continued)

### Acquisition

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

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

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

### Asset recognition thresholds and depreciation periods

	Depreciation Period years	Threshold Limit \$ '000
<b>Land and land improvements</b>		
Land	Not depreciated	20,000
Land improvements	10 - 25 years	20,000
<b>Buildings</b>		
Buildings	30 - 250 years	10,000
Heritage buildings	10 - 200 years	20,000
Building improvements	10 - 25 years	10,000
<b>Plant and Equipment</b>		
Plant, machinery and equipment	3 - 10 years	5,000
Computers and telecommunications	3 - 10 years	5,000
Library books	3 - 7 years	5,000
<b>Infrastructure</b>		
Roads - pavements and seals	10 - 80 years	10,000
Roads - substructure	25 - 80 years	10,000
Roads - kerb, channel and minor culverts	25 - 80 years	10,000
Bridges	50 - 100 years	10,000
Footpaths and cycle ways	50 years	10,000
Drainage	30 - 100 years	10,000
Recreational, leisure and community facilities	15 - 20 years	10,000
Waste management	3 years	10,000
Parks, open space and streetscapes	20 - 40 years	10,000
Off street car parks	15 - 80 years	10,000

### Land under roads

Council recognises land under roads it controls at fair value.



## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 6. Assets we manage (continued)

**Depreciation and amortisation**

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

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

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

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

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

**Repairs and maintenance**

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

**Leasehold improvements**

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

**Valuation of land and buildings**

Valuation of land and buildings was undertaken by a qualified independent valuer (Brendan Sheales reg. no. AAPI 62390). The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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

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

The date of the current valuation is detailed in the following table. A full revaluation of these was conducted in 2020/21 which triggered changes in value.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1 2021 \$ '000	Level 2 2021 \$ '000	Level 3 2021 \$ '000	Date of valuation
Specialised land	–	108	403,694	30/06/21
Non-specialised land	–	177,516	13,663	30/06/21
Land Under Roads	–	–	1,603	30/06/21
Heritage buildings	–	–	29,745	30/06/21
Specialised Buildings	–	–	173,538	30/06/21
Non-Specialised Buildings	–	–	2,957	30/06/21
<b>Total</b>	<b>–</b>	<b>177,624</b>	<b>625,200</b>	

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 6. Assets we manage (continued)

### Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance with an internal valuation undertaken by Mr Alex Koay, Bachelor of Civil Engineering (with Honours), Coordinator Capital Planning and Asset Management.

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

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1 2021 \$ '000	Level 2 2021 \$ '000	Level 3 2021 \$ '000	Date of valuation
Roads	—	—	181,244	30/06/2021
Bridges	—	—	2,032	30/06/2015
Footpaths and cycleways	—	—	56,964	30/06/2021
Drainage	—	—	122,368	01/07/2017
Off street car parks	—	—	7,608	30/06/2021
<b>Total</b>	<b>—</b>	<b>—</b>	<b>370,216</b>	

### Description of significant unobservable inputs into level 3 valuations

**Specialised land and land under roads** is valued using a market based direct comparison technique.

Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 0% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$3 and \$1,635 per square metre.

**Specialised buildings** are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$170 to \$31,625 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 years to 120 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

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

### Reconciliation of specialised land

	2021 \$ '000	2020 \$ '000
Land under roads	1,603	548
Land - specialised	403,802	428,391
<b>Total specialised land</b>	<b>405,405</b>	<b>428,939</b>

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 7. People and relationships

### 7.1 Council and key management remuneration

#### (a) Related Parties

##### *Parent entity*

Council is the parent entity.

##### *Subsidiaries and Associates*

Interests in subsidiaries and associates are nil.

#### (b) Key Management Personnel

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

##### **Councillors**

Mayor Michael Clarke from 10th Nov 2020  
Councillor Sarah Carter Mayor until 23rd Oct 2020  
Councillor Simon Crawford  
Councillor Jorge Jorquera from 10th Nov 2020  
Councillor Cuc Lam  
Councillor Berndatte Thomas from 10th Nov 2020  
Councillor Anthony Tran from 10th Nov 2020  
Councillor Martin Zhakarov until 23rd Oct 2020  
Councillor Mia McGregor until 23rd Oct 2020  
Councillor Gina Huynh until 23rd Oct 2020  
Councillor Megan Bridger-Darling until 23rd Oct 2020

##### **KMP**

Chief Executive Officer - Stephen Wall  
Director Corporate Services - Celia Haddock  
Director Community Services - Clem Gillings  
Director Infrastructure Services - Steve Hamilton  
Director Planning Services - Nigel Higgins until 27th Nov 2020

	2021 No.	2020 No.
<b>Total Number of Councillors</b>	11	7
<b>Total of Chief Executive Officer and other Key Management Personnel</b>	5	5
<b>Total Number of Key Management Personnel</b>	16	12

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 7. People and relationships (continued)

	2021 \$ '000	2020 \$ '000
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### (c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	1,579	1,471
Accrued Entitlements	118	165
<b>Total</b>	<b>1,697</b>	<b>1,636</b>

	2021 No.	2020 No.
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The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

\$1 - \$9,999	4	—
\$20,000 - \$29,999	5	5
\$40,000 - \$49,999	1	1
\$60,000 - \$69,999	1	—
\$70,000 - \$79,999	—	1
\$250,000 - \$259,999	—	1
\$260,000 - \$269,999	3	3
\$270,000 - \$279,999	1	—
\$350,000 - \$359,999	1	1
	<b>16</b>	<b>12</b>

### Council Election

There were four new Councillors who were elected after the election in Nov 2020.

### (d) Senior Officer Remuneration

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

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

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

	2021 No.	2020 No.
Income Range:		
\$150,000 - \$159,999	2	3
\$160,000 - \$169,999	4	4
\$170,000 - \$179,999	9	10
\$180,000 - \$189,999	9	5
\$200,000 - \$209,999	1	1
	<b>25</b>	<b>23</b>

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 7. People and relationships (continued)

	2021 \$ '000	2020 \$ '000
Total Remuneration for the reporting year for Senior Officers included above amounted to*:	3,952	3,774

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 7. People and relationships (continued)

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#### 7.2 Related party disclosure

##### **(a) Transactions with related parties**

During the period Council entered into no transactions with related parties.

##### **(b) Outstanding balances with related parties**

There were no outstanding balances at the end of the reporting period in relation to transactions with related parties.

##### **(c) Loans to/from related parties**

There were no loans in existence at balance date that have been made, guaranteed or secured by the council to a related party.

##### **(d) Commitments to/from related parties**

There were no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party.



## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 8. Managing uncertainties

	2021 \$ '000	2020 \$ '000
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## 8.1 Contingent assets and liabilities

## (a) Contingent assets

The only anticipated contingent assets for Council are contributed assets including roads, drains, footpaths, and parks which may be created in the approval and construction of large-scale residential developments. On completion of the development, they are donated to the Council for ongoing maintenance and replacement. Contributed assets are valued at their current replacement cost.

Contributed assets that may be received in 2021/2022 (subject to unknown developments) are unknown at this time and are not recognised in this financial report. The contributed assets in 2020/21 were \$10.6 million and \$74k in 2019/2020 (note 3.5).

## Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	840	819
Later than one year and not later than five years	2,575	2,995
Later than five years	760	1,242
	<u>4,175</u>	<u>5,056</u>

## (b) Contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

## Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

## Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$nil paid during the 2020/21 year (2019/20 \$nil). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 are \$303k.

## Insurance claims

Council is not aware of any major insurance claims that could have a material impact on future operations.

## Legal matters

Council is not aware of any major legal matters that could have a material impact on future operations

## Building cladding

Council is not aware of any potential contingents that may exist in relation to rectification works or other matters associated with building cladding that may have the potential to adversely impact on Council.

## Liability Mutual Insurance

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 8. Managing uncertainties (continued)

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

#### **EML Workcare**

Council is a participant of the EML WorkCare Scheme. The EML WorkCare scheme provides workers compensation insurance. The EML WorkCare Scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

#### **(c) Guarantees for loans to other entities**

Council is not aware of any financial guarantees or loans to other entities.

### 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

### 8.3 Financial instruments

#### **(a) Objectives and policies**

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

#### **(b) Market risk**

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

##### **Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 8. Managing uncertainties (continued)

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

#### (c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

#### (d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. The value is Nil.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

#### (e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1 % and - 0.24 % in market interest rates (AUD) from year-end rates of 0.24% - 0.69%.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 8. Managing uncertainties (continued)

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

#### 8.4 Fair value measurement

##### **Fair Value Hierarchy**

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

##### **Revaluation**

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

##### **Impairment of assets**

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 8. Managing uncertainties

#### 8.5 Events occurring after balance date

On 5 August 2021, the sixth Victorian lockdown was imposed and was subsequently extended on the 16 August 2021. This has led to the closure of the leisure centre facilities, libraries and community centres. This resulted in a decrease in the council user fee revenue.

The frequency, extent and impact of the lockdowns has created volatility and uncertainty. However, the Council has enhanced its capability and capacity to rapidly and safely adapt its operations.

Overall, the Council anticipates that the current lockdown will not materially impact its ability to operate during the reporting period.

The Council is not aware of any other events occurring subsequent to 30 June 2021 that may have a material effect on the financial statements (2020: nil) or its going concern.

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
<b>9.1 Reserves</b>			
<b>(a) Asset revaluation reserves</b>			
<b>2021</b>			
<b>Property</b>			
Land	467,466	(15,713)	451,753
Heritage buildings	–	1	1
Buildings	102,845	10,613	113,458
	<b>570,311</b>	<b>(5,099)</b>	<b>565,212</b>
<b>Infrastructure</b>			
Roads	119,482	22,378	141,860
Bridges	738	–	738
Footpaths and cycleways	29,052	5,114	34,166
Drainage	78,156	–	78,156
	<b>227,428</b>	<b>27,492</b>	<b>254,920</b>
<b>Total asset revaluation reserves</b>	<b>797,739</b>	<b>22,393</b>	<b>820,132</b>
<b>2020</b>			
<b>Property</b>			
Land	408,577	58,889	467,466
Buildings	92,462	10,383	102,845
	<b>501,039</b>	<b>69,272</b>	<b>570,311</b>
<b>Infrastructure</b>			
Roads	112,480	7,002	119,482
Bridges	738	–	738
Footpaths and cycleways	18,975	10,077	29,052
Drainage	78,156	–	78,156
	<b>210,349</b>	<b>17,079</b>	<b>227,428</b>
<b>Total asset revaluation reserves</b>	<b>711,388</b>	<b>86,351</b>	<b>797,739</b>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.



# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
<b>(b) Other reserves</b>				
<b>2021</b>				
<b>Restricted reserves</b>				
Developer contributions	2,909	7,030	(323)	9,616
<b>Total restricted reserves</b>	<b>2,909</b>	<b>7,030</b>	<b>(323)</b>	<b>9,616</b>
<b>Discretionary reserves</b>				
Mausoleum trust	574	—	—	574
Open space	18,840	10,328	(340)	28,828
Carried forward grants	9,460	4,060	(9,460)	4,060
Carried forward Council funds	5,461	2,187	(5,461)	2,187
Major projects	37,328	10,998	(2,381)	45,945
<b>Total discretionary reserves</b>	<b>71,663</b>	<b>27,573</b>	<b>(17,642)</b>	<b>81,594</b>
<b>Total Other reserves</b>	<b>74,572</b>	<b>34,603</b>	<b>(17,965)</b>	<b>91,210</b>
<b>2020</b>				
<b>Restricted reserves</b>				
Developer contributions	2,142	1,188	(421)	2,909
<b>Total restricted reserves</b>	<b>2,142</b>	<b>1,188</b>	<b>(421)</b>	<b>2,909</b>
<b>Discretionary reserves</b>				
Mausoleum trust	574	—	—	574
Open space	15,506	4,424	(1,090)	18,840
Carried forward grants	4,638	9,460	(4,638)	9,460
Carried forward Council funds	8,650	5,461	(8,650)	5,461
Major projects	32,139	11,108	(5,919)	37,328
<b>Total discretionary reserves</b>	<b>61,507</b>	<b>30,453</b>	<b>(20,297)</b>	<b>71,663</b>
<b>Total Other reserves</b>	<b>63,649</b>	<b>31,641</b>	<b>(20,718)</b>	<b>74,572</b>

The purpose of the mausoleum trust reserve is for the future maintenance of the cemetery.

The open space reserve is to segregate the levies collected until required for major works.

The developer contributions (DC) reserves segregate the levies collected until required.

The purpose of carried forwards is to segregate unspent project funds for future expenditure.

The purpose of the major projects is to segregate funds until commencement of works.

Reserve balances/movements are determined through budgeting process and changes are reflected through reporting throughout the year.

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 9. Other matters (continued)

	2021 \$ '000	2020 \$ '000
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	27,561	10,819
Depreciation/amortisation	18,595	18,012
Profit/(loss) on disposal of property, infrastructure, plant and equipment	1,314	2,235
Contributions - Non-monetary assets	(10,684)	(74)
Amounts disclosed in financing activities	17	19
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(462)	(2,314)
(Increase)/decrease in inventories	(3)	(3)
(Increase)/decrease in prepayments	(235)	(210)
Increase/(decrease) in accrued income	71	228
Increase/(decrease) in trade and other payables	(4,679)	(2,299)
Increase/(decrease) in provisions	1,280	452
(Decrease)/increase in other liabilities	3,220	200
Increase/(decrease) in Unearned income	7,095	2,967
<b>Net cash provided by/(used in) operating activities</b>	<b>43,090</b>	<b>30,032</b>

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 9. Other matters (continued)

#### 9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are made or due.

##### Accumulation

Council makes both employer and employee contributions to The Fund's accumulation category, Vision MySuper/Vision Super Saver, on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

##### Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

##### Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa  
Salary information 2.5% pa for two years and 2.75% pa thereafter  
Price inflation (CPI) 2.0% pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the actual VBI at Q4 June 2021 was 109.70%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

#### Employer contributions

##### Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation. .

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

##### Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 9. Other matters (continued)

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

**The 2020 triennial actuarial investigation surplus amounts**

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	<b>2020</b> (Triennial)	<b>2019</b> (Interim)
	<b>\$m</b>	<b>\$m</b>
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

**The 2021 interim actuarial investigation**

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

**Superannuation contributions**

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

<b>Scheme</b>	<b>Type of scheme</b>	<b>Rate</b>	<b>2021</b> <b>\$ '000</b>	<b>2020</b> <b>\$ '000</b>
Vision Super	Defined benefits	9.5%	303	296
Vision Super	Accumulation fund	9.5%	2,564	2,484

In addition to the above contributions, Maribyrnong City Council has paid unfunded liability payments to Vision Super totalling Nil 2020/21 year, (Nil 2019/20 year). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

**Notes to the Financial Statements**  
for the year ended 30 June 2021

**Note 9. Other matters (continued)**

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The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$337.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 10. Changes in accounting policies

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#### 10.1 Changes in accounting policies due to adoption of new accounting standards – not retrospective

##### **Adoption of accounting standards other than AASB 1059, AASB 2018-7 and AASB 2019-1**

Council has adopted *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities*, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

##### **Adjustments to the current year figures for the year ended 30 June 2021**

#### i) Impact of adoption of new accounting standards

##### **AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)**

Council has adopted AASB 1059 Service Concession Arrangements: Grantors, from 1 July 2020. This has resulted in no changes in accounting policies and adjustments to the amounts recognised in the financial statements.

##### **Adjustments to the current year figures for the year ended 30 June 2021 in relation to the adoption of AASB 1059 Service Concession Arrangements: Grantors (AASB 1059)**

##### **AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)**

Council has adopted AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, from 1 July 2020. This has resulted in no changes in accounting policies and adjustments to the amounts recognised in the financial statements.

##### **Adjustments to the current year figures for the year ended 30 June 2021 in relation to the adoption of AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material**

##### **AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)**

Council has adopted AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework from 1 July 2020. This has resulted in no changes in accounting policies and adjustments to the amounts recognised in the financial statements.

##### **Adjustments to the current year figures for the year ended 30 June 2021 in relation to the adoption of AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework**

#### 10.2 Changes in accounting policies due to adoption of new accounting standards - retrospective

Council made no changes in accounting policies due to adoption of new accounting standards – retrospective

#### 10.3 Voluntary changes in accounting policies

Council made no voluntary changes in any accounting policies during the year.

### Note 11. Errors and changes in accounting estimates

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Council has no errors and changes in accounting estimates.



# Appendix 1

## Committee membership

COMMITTEE	2020 REPRESENTATION	2021 REPRESENTATION	PURPOSE
Audit and Risk Committee (MCC) (previously known as Audit Committee (MCC))	Mayor ex-officio Cr Megan Bridger-Darling Cr Martin Zakharov	Cr Anthony Tran Cr Jorge Jorquera (Sub – Mayor)	To assist in monitoring and reviewing any matters of significance affecting financial reporting and compliance.
Brooklyn Community Reference Group	Cr Mia McGregor	Cr Michael Clarke	Community reference group facilitated by the EPA with industry and residents groups, as well as Hobsons Bay and Brimbank councils.
Chief Executive Officer Performance Review Committee	All Councillors	All Councillors	Under the Local Government Act, Council reviews the performance of its Chief Executive Officer at least once a year.
City Development Special Committee	All Councillors Cr Gina Huynh as Chair	All Councillors Cr Sarah Carter as Chair	This committee has delegated authority to make decisions on planning and building including heritage, land use, development, transport, urban design, economic development etc. Meetings are held on every fourth Tuesday of each month.
Civic Awards Judging Panel	Cr Martin Zakharov, Cr Sarah Carter (ex-officio), Cr Megan Bridger-Darling, Cr Gina Huynh	Mayor (ex-officio) and Cr Sarah Carter Cr Cuc Lam Cr Simon Crawford	The Civic Awards recognises the contributions made by members of the community towards community strengthening.
Disability Advisory Committee (MCC)	Cr Mia McGregor (Sub – Cr Sarah Carter)		Facilitates consultation with people with disabilities and establishes processes that allow community discussion on disability issues. Provides strategic advice on disability access and promotes the interests of people with disabilities in relation to the Disability Action Plan.
Enterprise Maribyrnong Special Committee	Mayor (ex-officio) Cr Simon Crawford Cr Cuc Lam	Mayor (ex-officio) Cr Anthony Tran Cr Cuc Lam	Allocates business grants for proposals to improve enterprise in line with Council Plan priorities and advises Council on economic development issues.
Heritage Advisory Committee (MCC)	Cr Martin Zakharov, (Sub – Cr Megan Bridger-Darling)	Cr Michael Clarke (Sub – Cr Sarah Carter)	Oversees strategic and statutory planning processes impacting on heritage places.
IMAP Implementation Committee Meeting	Mayor ex-officio Chief Executive Officer	Mayor ex-officio Chief Executive Officer	IMAP explores the actions that councils within the Inner Melbourne Region may collectively need to implement to achieve the aims of Melbourne 2030.

LeadWest Committee	Cr Mia McGregor, (Sub – Cr Cuc Lam)	Cr Bernadette Thomas (Sub – Cr Michael Clarke)	Formed by the councils of Brimbank, Maribyrnong, Moonee Valley, Wyndham and Melton, provides a strategic approach to advocacy and lobbying for the western suburbs.
Maribyrnong Active Transport Advisory Committee	Cr Simon Crawford (Sub – Cr Mia McGregor)	Cr Bernadette Thomas (Sub – Cr Simon Crawford)	Established to provide council with ongoing community input into Council and State Government provisions for active transport, infrastructure projects, advocacy and partnership opportunities
Maribyrnong Arts Ambassadors Committee	Cr Martin Zakharov	Cr Anthony Tran Cr Bernadette Thomas	Provides Council with strategic advice across a range of arts and cultural matters, strengthening partnerships and opportunities with the community and Artists.
Maribyrnong Reconciliation Action Plan Advisory Committee	Mayor, Cr Megan Bridger-Darling		Provide guidance and support to Council on issues and barriers that affect the Reconciliation process.
Metropolitan Local Government Waste Forum	Cr Megan Bridger-Darling, (Sub – Cr Gina Huynh) Senior Coordinator Environmental Services – Staff Rep	Cr Michael Clarke (Sub – Cr Cuc Lam) Senior Coordinator Environmental Services – Staff Rep	Provides a strategic approach to metropolitan waste management needs.
Metropolitan Transport Forum	Cr Martin Zakharov (Sub – Cr Gina Huynh) Director Infrastructure Services – Staff Rep	Cr Bernadette Thomas (Sub – Cr Anthony Tran) Director Infrastructure Services – Staff Rep	A local government interest group for transport in metropolitan Melbourne.
Municipal Association of Victoria (MAV)	Cr Cuc Lam, (Sub – Cr Megan Bridger-Darling)	Cr Simon Crawford (Sub – Cr Cuc Lam)	As the peak body, plays a major role in policy development for local government. Councils form the membership.
Older Persons Reference Group (MCC)	Cr Mia McGregor, (Sub – Cr Cuc Lam)		Provides advice in relation to the needs of older persons throughout the municipality.
Roadsafe West Gate Community Road Safety Council	Cr Megan Bridger-Darling (Sub – Cr Mia McGregor)	Cr Jorge Jorquera (Sub – Cr Anthony Tran)	Aims to reduce the incidence of road crashes through effective road safety programs and initiatives and collaborative arrangements with stakeholders.
Victorian Local Governance Association	Cr Cuc Lam, (Sub – Cr Megan Bridger-Darling)	Cr Cuc Lam (Sub – Cr Bernadette Thomas)	As a peak body, promotes good governance, sustainability and advocacy. Council has one delegate appointed.
Western Melbourne's Tourism Board	Cr Martin Zakharov (Sub – Cr Cuc Lam)	Cr Sarah Carter (Sub – Cr Cuc Lam)	To develop a stronger more competitive tourism sector in Melbourne's West.
Youth Advisory Committee	Cr Gina Huynh	Cr Anthony Tran Cr Jorge Jorquera	Provides leadership and training for young people, and maximises participation in Council.

# Appendix 2

## Our response to COVID-19

COVID-19 is a respiratory illness caused by a virus that was identified in 2019 and can be spread from person to person when in close proximity to each other. Symptoms include fever, cough, sore throat and shortness of breath. The World Health Organisation declared the global pandemic of COVID-19 in March 2020. The first case was confirmed in Australia in late January 2020.

Australia's federal, state and territory governments put restrictions in place to slow the spread of the virus in March 2020. These restrictions impacted both the community and Council's operations in 2020 and 2021 when snap lockdowns were implemented. Measures to control the virus included isolation (working from home and limiting contact with the wider community), hand hygiene and social distancing (when outside the home to access essential services and participate in exercise) and the use of masks. Contact tracing and calls for testing and vaccination were prioritised in 2020-2021, which Council encouraged.

### COVID-19 response aligned to Public Health and Wellbeing Act 2008

Council's response to the pandemic and the need to meet requirements under the Public Health and Wellbeing Act 2008 by considering health and wellbeing matters in the Council Plan 2017-21 align and the Health and Wellbeing actions were completed. The core health and wellbeing strategies are highlighted with a blue HW in the Council Plan and actions against these strategies are detailed as part of annual action planning. In addition to the links with the Council Plan strategic objectives, Council's Health and Wellbeing action is guided by three broad wellbeing outcome areas:

- 1) Our residents are healthy and well
- 2) Our residents feel connected and have opportunities to participate
- 3) Our city is liveable

The report assists Council in meeting the legislative requirements set out in the Victorian Public Health and Wellbeing Act 2008.

### Public health response

The COVID-19 pandemic and associated lockdowns and restrictions have had significant and well documented impacts on health and wellbeing outcomes. Council's ability to promote and protect population health and respond to community need has also been impacted as a result. However, in 2020-21 Council has continued to implement health and wellbeing actions in response to the immediate and ongoing COVID-19 impacts.

The following are among the highlights regarding Council's response to the public health, community, social and economic impacts of COVID-19 in the community.

### Financial

Measures taken to mitigate COVID-19 impacts from a financial aspect included Council's adoption of a COVID-19 Financial Hardship Policy on 21 April 2020, which was extended to 30 June 2022 as part of the adoption of the 2021/22 Budget. Council allocated \$2.555 million during the 2020/2021 financial year for community business relief packages. This included rate relief/deferrals; lease and license fee reductions; fee waivers for kindergarten and pet registration; suspension of Maribyrnong Aquatic Centre membership fees; COVID-19 community grants, arts grant and expansion of services (immunisation, food services, care packs). This allocation by Council considered funding in three areas to assist the Maribyrnong community and business continue to operate and survive within a pandemic environment. In total, the extension of the current relief package was \$1,934,185, the community relief package was \$350,000 and the business relief package was \$271,000, bringing it to a total of \$2,555,185.

In addition, there has been a zero rate increase for the financial year 20/21 (providing a further \$1.95 million in rate relief to ratepayers). For more information see the financial section of the report page 120.

## Maternal and Child Health Nurses and Early Years

The Maternal and Child Health (MCH) service delivered 23 First Parents group sessions with 373 families attending. MCH also provided sessions for culturally and linguistically diverse families; one for Spanish speaking parents (six families attended); one for parents of Indian, Nepalese and Bangladeshi background (six families); one for Burmese parents (three families) and two programs for Vietnamese parents. A total of 52 families participated in the INFANT program which focuses on healthy nutrition in the early years. Baby Makes 3 continued to be delivered with 35 couples participating in the respectful relationships program.

## Youth Services

The Youth Services team provided opportunities for young people to stay connected. This was supported by initiatives delivered by the Maribyrnong Youth Advisory Committee, a youth leadership team that planned online activities. Youth Services delivered a program for young artists who had lost income giving them the opportunity for paid work through the development of a series of online tutorials and performances on YouTube called 'Isolation Creations', which resulted in the creation of almost 40 videos. Young people were able to continue to engage online through artist-led workshops as part of the 'Create with Me' program. The FReeZa committee met regularly and planned online and public performances of young musicians. LGBTQIA+ groups at secondary schools continued to meet and plan online activities.

The Youth Employment Pathways Project (YEPP) was developed in partnership with the Maribyrnong and Moonee Valley Local Learning and Employment Network to offer young people specific workshops, mentoring, traineeships, work experience and partnerships with industry experts. To date, approximately 40 young people have participated and the project is ongoing. While the Phoenix Youth Centre was closed due to the pandemic, 'Chat with a Youth Worker' allowed youth workers to continue providing individual support to young people and their parents online or over the phone. Youth Services partnered in the Story is Connection 'Same Different Me' project giving 15 international students a chance to tell their stories of experiences and challenges of being an international student in Australia during the pandemic.

## Community Development

The Mari Feeds Meal Box project was initiated in response to the pandemic's increased pressure on the local food relief system to support healthy eating and home cooking. Through an equitable subsidised payment structure (with full fee and discounted options), Mari Feeds offered an affordable delivered meal box that sourced recipes and ingredients through local independent businesses. Mari Feeds was delivered in partnership with Central West Shopping Centre and was funded by VicHealth. Implemented over 10 weeks, from April to July 2021, 293 Mari Feed Meal Boxes were delivered to households across Braybrook, Maidstone and West Footscray, 26 per cent at a concession rate, 35 per cent including a pay-it-forward donation which saw 20 per cent of those gifted (paid forward) to the community. The project also hosted a Mari Feeds Community Day at Central West Shopping Centre which saw 100 Fresh Food Boxes distributed to households across the municipality and 100 Fresh Food Vouchers distributed to first responders and people in need in the community.

The community strengthening teams continue to provide support to residents experiencing financial hardship due to COVID-19 through the Community Connectors program. The program provides connection to services through short-term case work and referrals, sources essential items, and coordinates deliveries throughout the municipality such as food packages, nappies and baby items, personal care packs and masks. Support is provided to those most at risk, particularly those not eligible for government support, temporary visa holders, asylum seekers and international students. Those experiencing or at risk of family violence, and/or homelessness receive additional support through our Coles voucher program and access to material aid. Family violence and significant mental health issues continue to be issues for most residents who contact our service, a trend which has been consistent over the past eight months.

The Coles voucher program provides direct and impactful assistance to residents who are unable to pay bills, have lost employment, or have no access to Centrelink by addressing gaps in local emergency relief services which are currently at capacity, have limits on residents able to access services, or are unable to cater to dietary and cultural requirements. Overall the Community Strengthening team has been contacted 807 times by local residents and 294 households have been provided direct assistance through the Community Connectors initiatives, including food relief, provision of material aid items and other essentials. The Coles voucher program has been accessed 253 times by 215 households. International students and temporary visa holders (including asylum seekers) with no access to Centrelink are able to access the program more than once.

The Community Strengthening team delivered a creative engagement piece which explores mental health and social connection of the LGBTQIA+ community during periods of lockdown. Family violence and mental health support was rolled out and a dedicated family violence worker will soon join the team. Since the fourth lockdown, 22 referrals for emergency relief and support with family violence/homelessness have been received, at least half are referred through the Maternal and Child Health Nurses and Early Years teams (54 per cent).

## Economic Development

In response to the COVID-19 pandemic, the important role local government plays as a connector between the local business community and state and federal government programs was reinforced. Council's Economic Development team engaged with the City's business community to check on their wellbeing and conducted a survey to understand what support businesses required during lockdown. The results from this survey created the framework the Economic Development team used to deliver targeted support.

To support businesses hardest hit by COVID-19 lockdowns, Council launched the Love Your Local (LYL) campaign which featured an online platform, searchable business directory and mapping tool to locate traders in close proximity which was especially useful when travel was limited to a 5km radius. To market businesses, over 80 business owners from across the municipality were featured in profile stories promoted across various social media platforms and on the LYL platform. Between the launch in November 2020 and 30 June 2021, the platform attracted over 18,000 unique visitors. The social media campaign included Facebook and Instagram promotion with the hashtag #loveyourlocalmari. LYL advertising was placed in online lifestyle magazines and local newspapers. A poster campaign was run throughout the City and surrounding suburbs, the City's flagpoles also carried promotional messaging. The hashtag continues to be used by local business owners and the portal at [www.maribyrnong.vic.gov.au/loveyourlocal](http://www.maribyrnong.vic.gov.au/loveyourlocal) remains popular.

The annual Business Improvement District (BID) Grant program was bolstered with additional funds and a new category of 'micro-grant' was introduced. This allowed individual businesses to apply for grants of up to \$1,500 per business in addition to the larger grants made available to trader groups. In total over \$255,000 worth of BID grants were issued with positive feedback from recipients and some innovative projects delivered.

Council updated its Business Bulletins electronic newsletter platform and with the upgrade and integration into Australian Business Register data, an average reach of over 1600 emails opened per email distribution was achieved.

In April 2021, Council was able to deliver its first in-person business networking event since late 2019. The business breakfast attracted a record attendance with over 120 guests from various business sectors gaining insights from keynote speaker Chris Helder 'Useful Beliefs for Business'.

To continue to support and help promote the broader business community, Council funded the launch of the Maribyrnong Localised business platform in May 2021. This online platform supports businesses to network, promotes business news and events, and shares information on upcoming business opportunities.

Throughout the COVID-19 disruption, Council's Business Concierge continued to offer support for business operators. With Council waiving permit application fees, the Concierge service had a higher than average number of enquiries and applications to help facilitate. For many, the disruption caused by COVID-19 also provided the opportunity to explore ideas to open new businesses.

Council promoted announcements of state and federal government financial support for small businesses, shared COVID-19 information including new ways of working, and distributed 300 thermometers in target industries to help monitor staff and customer temperature levels.

## Visitation

In late 2020 Council received a \$500,000 Victorian Government grant to help restaurants and cafes affected by social distancing restrictions to increase their dining capacity by extending their premises outdoors. Parking spaces outside more than 40 businesses were converted into outdoor seating areas, with plants adding greenery on the perimeter of the 'parklets'. There was a lane closure in Yewers Street and road closure to enable outdoor dining along a section of Ballarat Street, Yarraville. Byron Square in Footscray was converted into a pop up park to enable outdoor dining. A further government grant of \$250,000 was provided in 2021.

## Community Centres

Community Centres continued to offer in-person and online activities throughout the year. Popular programs at Maidstone Community Centre included Frontyard Frolics, which took place over four weeks in March and April 2021. Roving street performers from Born in a Taxi, created mini street parties to help local communities stay connected. These events, delivered with COVIDSafe plans, aimed to activate suburban streets to help alleviate the sense of isolation felt by families, couples and sole occupants during the lockdown period in 2020. Other programs included: 146 Health and Wellbeing sessions, 84 language and literacy sessions, 262 digital technology sessions, 174 children's program sessions, 23 lifestyle and work skill sessions, 29 Maidstone Reading Club sessions, and 600 community catch up welfare calls. This is in addition to the 29 People of Maidstone profiles posted to the Centre's Facebook page every week to help people feel connected, entertained and uplifted.

Braybrook Community Centre delivered online programs and live streaming sessions including 78 health and wellbeing sessions, 58 language and literacy sessions, 98 digital technology sessions, 19 children's programs sessions, 20 Family Inclusive Language Learning Support program sessions, and more than 600 community catch up calls. Kids Art was also a popular online program enabling children to connect with each other while learning valuable art skills. Community conversations and check-ins such as R U OK? Day are an example of positive mental health activities designed to reduce isolation.

Maribyrnong Community Centre implemented several health and wellbeing programs for older adults aimed at encouraging people to resume gentle exercises. These included Yoga, line dancing, Tai Chi, beginners and intermediate exercise classes. There was also a walk and talk photography program that included exploring different areas of Maribyrnong and taking photos. These photos were displayed on the wall of the Community Centre and a book was produced as a memento.

## Library Services

Maribyrnong Libraries continued the Reservation Delivery Service, popular during times of snap lockdowns. The library made 9,822 deliveries to community members between April and November in 2020, totalling 34,605 books, DVDs, and more. While physical books remain vital to library members, the COVID-19 lockdowns saw exponential growth in the demand for library online resources, including eBooks, eAudiobooks, film streaming, and more. Responding to the challenges of COVID-19, Maribyrnong Libraries delivered a hybrid model of programs including in-person, Zoom, YouTube, phone, and take-home packs. During the 2020-21 year, Maribyrnong Libraries delivered nearly 700 program sessions. These popular programs contribute to literacy and lifelong learning, personal development and wellbeing, digital inclusion and much more. Time for Action, Body and Soul returned to Footscray Library in April 2021. A partnership with the Chinese Cancer and Chronic Illness Society (CCCIS) of Victoria, Time For Action, Body and Soul is an exercise program to promote the health and wellbeing of seniors.

## Leisure, health and wellbeing

In association with social research organisation ASDF (Analysis, Surveys, Data Management, Frameworks) Research, Council undertook a survey from 25 June 2020 to 1 September 2020 to understand the impacts of the COVID-19 pandemic on the local community. In total, 643 responses were received during this period. The findings have helped to inform planning, most notably the 2021-25 Municipal Public Health and Wellbeing Plan. The survey may be reopened in the future to track impacts as the community recovers from COVID-19.

In March 2021 Council supported Responsible Service of Alcohol training for local sporting clubs. There were 14 attendees from Maribyrnong based clubs, including Barkly Street Cricket Club, Maidstone UTD Soccer Club, and Maribyrnong Green Soccer Club. As a response to changes in drug use and increased availability resulting from the pandemic, 16 front-line Council staff participated in online training delivered by the Pennington Institute in overdose awareness and response.

A key action in Council's Towards Gender Equity 2030 strategy was the roll out of a project to challenge gender stereotypes. The project had the dual purpose of recognising the work of COVID-19 frontline workers and showing appreciation for these essential workers who helped keep the community safe, healthy, informed, clean and fed. The project, titled 'Not all heroes wear capes', included the development and design of colouring sheets that challenged gender stereotypes relating to work.

Council continued to celebrate International Women's Day (IWD) in 2021. A film, Brazen Hussies, was screened online to an audience of 57. The online format enabled COVIDSafe participation in this important day.



The 2021 Sons of the West (SOTW) and 2020 Daughters of the West (DOTW) programs both focused on gender equality and leadership. There were 95 women in the 2020 DOTW program; which was delivered online due to the pandemic, and 78 men in the 2021 SOTW program which was delivered in part face-to-face and online.

The Spring into Summer Series offered a program of 31 separate health and wellbeing classes, each running for a period of five weeks. The program attracted 1,650 registrations and the award winning Get Active! program was delivered online attracting 1,250 participants.

## **Arts and Culture**

The arts and cultural sector has been hit particularly hard by the COVID lockdowns resulting in the cancellation of all events, workshops, exhibitions and performances. Many organisations that call Maribyrnong home were at serious risk of closing their doors permanently without support from Council and the intervention of government. Freelance practitioners were even more vulnerable (being ineligible for Job Keeper) and having lost all their creative jobs and with the closures of restaurants and bars and casual work in the university sector, many lost their secondary incomes too.

Council set up the Together Apart Rapid Relief Fund to assist the creative sector, and rolled out additional support for local arts organisations through the Triennial Arts Partners program. The Together Apart Rapid Relief Fund (now expended) supported a total of 44 projects, including 18 arts organisations and 26 local practitioners to pivot their work to digital outcomes for the community. Council promoted the local creative community on social media platforms and provided information on government and other support for the arts via the e-Newsletter Art Bytes. The Arts and Culture team held local arts sector meetings to discuss recovery and revitalisation matters among other topics. Council also provided rent relief to arts operating out of council facilities until 30 March 2021.

## Glossary

CALD	culturally and linguistically diverse
CBD	central business district
CEO	Chief Executive Officer
CO2e	carbon dioxide equivalent
Cr	Councillor
Ex officio	a member of a board, committee or council due to holding another office
FOI	freedom of information
FTE	full time equivalent
IMAP	Inner Melbourne Action Plan
LATM	Local Area Traffic Management
LGPRF	Local Government Performance Reporting Framework
LGPro	Local Government Professionals (peak body)
MAC	Maribyrnong Aquatic Centre
MAV	Municipal Association of Victoria
MCC	Maribyrnong City Council
MCH	Maternal and Child Health
OH&S	Occupational Health and Safety
Unique web visits	the number of visitors to a web site, excluding repeat visits
VAGO	Victorian Auditor General's Office
VCAT	Victorian Civil and Administrative Tribunal

## Index

About this Annual Report	5
Advocacy	9, 12, 28, 30, 36, 37, 182
Animal management	53, 56, 57, 108
Arts and culture	8, 43, 82, 186
Asset management	27, 29, 69, 71, 82, 99
Audit Committee	87, 100, 181
Best value	29
Bicycle network	69, 70, 72
Capital works and improvements	9, 14, 40
Carers recognition	95
Committees	38, 41, 42, 80, 82, 83, 87, 88, 181
Community centres	7, 45, 47, 60, 185
Community survey	30, 37, 45, 46, 55, 56, 63, 64, 72, 78
Consultation and engagement	9, 10-12, 35, 37, 38, 42, 53, 82
Contracts	17
Council Plan	5, 8, 11-12, 17, 26, 29, 30, 35, 88-89
Councillors	24, 35, 38, 80, 83
COVID-19	9, 14, 30, 36, 92, 183 and throughout document
Disability Action Plan	45, 95
Energy and water use	79
Equal employment	91-93
Financial position	13
Food safety	56, 66
Freedom of information	96
Governance	23, 34, 38, 80
Graffiti	64
Grants	8
Human rights	95
Inner Melbourne Action Plan (IMAP)	83
Libraries	40, 47, 86, 186
Maribyrnong Aquatic Centre	14, 20, 42, 46, 49
Maternal and child health	15, 48, 92, 183
Municipal Public Health and Wellbeing Plan	28
National Competition Policy	17
Occupational health and safety	93
Organisational structure	86
Performance Reporting Framework	5, 38, 47, 57, 65, 73, 79
Performance Statement	104
Phoenix Youth Centre	46, 184
Planning and accountability framework	29
Planning applications	58, 60, 65
Population forecasts	20
Protected disclosures	96
Rates	8, 14, 16, 36, 105
Risk management	87, 89
Strategic Resource Plan	17, 115
Traffic management	54, 69, 71-72
Victoria University	10, 12, 21, 43, 95
Vision and values	23
Waste management	14, 76-77, 79
Recycling	76-77, 79
Workforce	89-94

## Legislation

<i>Carers Recognition Act 2012</i>	95
<i>Competition and Consumer Act 2010</i>	17
<i>Disability Act 2006</i>	45, 95
<i>Emergency Management Act 1986</i>	40, 100
<i>Victorian Gender Equality Act 2020</i>	91, 92, 93
<i>Food Act 1984</i>	66, 110
<i>Freedom of Information (FOI) Act 1982</i>	96
<i>Local Government Act 1989 / Local Government Act 2020</i>	Throughout
<i>Occupational Health and Safety Act 2004</i>	93
<i>Protected Disclosure Act 2012</i>	96
<i>Road Management Act 2004</i>	107, 110

## We value your feedback

To provide feedback about Council's annual report, please contact the Media and Communications team at [email@maribyrnong.vic.gov.au](mailto:email@maribyrnong.vic.gov.au)

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