

# Annual Budget and Strategic Resource Plan 2017/2018



Maribyrnong  
CITY COUNCIL

# Contents

|   |     |
|---|-----|
| Message from the Mayor and CEO                                | 1   |
| Executive summary   | 3   |
| Budget reports  | 5   |
| 1. Linkage to the Council Plan                                | 6   |
| 2. Services, initiatives & performance indicators             | 8   |
| 3. Financial statements                                       | 39  |
| 4. Financial performance indicators                           | 47  |
| 5. Other budget information ( <i>required by regulation</i> ) | 49  |
| 6. Detailed list of capital works                             | 52  |
| 7. Rates and charges  | 60  |
| Budget analysis   | 63  |
| 8. Summary of financial position                              | 64  |
| 9. Budget influences  | 67  |
| 10. Analysis of operating budget                              | 71  |
| 11. Analysis of budgeted cash position                        | 75  |
| 12. Analysis of capital budget                                | 78  |
| 13. Analysis of budgeted financial position                   | 85  |
| Long term strategies  | 87  |
| Strategic resource plan                                       | 88  |
| 15. Rating information  | 91  |
| 16. Summary of other strategies                               | 96  |
| Appendix A Fees & charges schedule                            | 100 |
| Appendix B  | 125 |

# Message from the Mayor and CEO

We are pleased to deliver an Annual Budget 2017-18 that strongly invests in community infrastructure, programs and services.

We're a community that continues to experience an exciting period of rapid growth and change. As a result, we need to maintain ageing infrastructure while at the same time finding innovative ways to provide and plan for the future.

Our Annual Budget 2017-18 of \$134million meets these challenges and opportunities while working with the 2% rate cap imposed by the Victorian Government.

We are also required to collect the Landfill and Fire Services levies and forward these to the State Government.

The rate cap requires prioritisation of municipal needs and spending however we are a Council that believes in doing more than 'rubbish, roads and rates'.

Council delivers more than 75 services across the areas of recreation, libraries, maternal and child health, animal management, sustainability, infrastructure, planning and other services.

Our community celebrates diversity and enjoys being a healthy and inclusive community with quality spaces that are clean and green.

Our Annual Budget 2017-18 reflects these community aspirations and needs as identified in our recent Council Plan 2017-21 consultations, which included over 1,400 contributions from those who live, work, study and play in our City.

The Council Plan guides the best use of Council resources and service delivery over the next four years. It includes our commitment to wellbeing as we create a community that has the potential to reach their full potential in all aspects of life.

Some major projects in our Annual Budget include

- \$1.5 million to construct a new Church Street Children's Centre in West Footscray to meet the needs of our growing community
- \$1.1million to construct a regional playground as part of implementing the Footscray Park Masterplan
- \$1.05 million upgrade of the bicycle network , keeping our community healthy and connected
- \$800,000 upgrade of the pavilion and amenities at Kingsville Tennis Club
- \$800,000 for graffiti removal, keeping our City clean.
- \$700,000 to plant 1,895 trees to keep our City green
- \$300,000 to crack down on dumped rubbish
- \$200,000 for a waste education program to promote recycling
- \$25,000 added to our largest Council event, the New Year's Eve celebrations that attracts 20,000 people

We are proud to deliver a fiscally responsible budget that plans for the long-term and keeps costs down.



Cr Catherine Cumming, Mayor  
Stephen Wall, Chief Executive Officer

# Executive summary

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

This Budget projects a surplus of \$6.7m for 2017/2018 (refer Section 10.1).

## Key things we are funding

- ongoing delivery of services to the Maribyrnong City Council community funded by a budget of \$134m. These services are summarised in Section 2.
- continued investment in infrastructure assets (\$22m) primarily for renewal works. This includes roads (\$11.8m); bridges (\$0.2m); footpaths and bicycle paths (over \$3m); drainage (\$0.5m); parks, open space and streetscapes (\$5.7m); and waste management (\$0.4m). The *Statement of capital works* can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

## The rate rise

- The average rate will rise by 2% in line with the order by the Minister for Local Government on 19 December 2016 under the Fair Go Rates System.
- Key drivers are
  - to fund ongoing service delivery – business as usual (balanced with greater service demands from residents)
  - to fund renewal of infrastructure and community assets.
  - to manage a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by the freezing of grant indexation since 2011

Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments<sup>i</sup>

Refer to Section 7 for further *Rates and charges* details.

## Key statistics

|  |                                      |
|--|--------------------------------------|
| Total revenue:                               | \$134.0m (2016/2017 = \$131.9m)      |
| Total expenditure:                           | \$127.3m (2016/2017 = \$121.9m)      |
| Accounting result:                           | \$6.7m Surplus (2016/2017 = \$10.0m) |
| (Refer <i>Income Statement</i> in Section 3) |                                      |

## Underlying Operating Result

Surplus of \$6.7m (2016/2017 = Surplus of \$7.2m)

(Refer *Analysis of operating budget* in Section 10.1)

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

### Cash result

(Refer Statement of Cash Flows in Section 3)

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

Total new capital works program of \$43.7m

- \$28.4m from Council operations (rates funded)
- \$0.0m from borrowings
- \$0.2m from asset sales
- \$1.1m from external grants
- \$14.0m from cash and reserves

# Budget reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 15 of this report.

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

- 1 Linkage to the Council Plan
- 2 Services, initiatives & performance indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

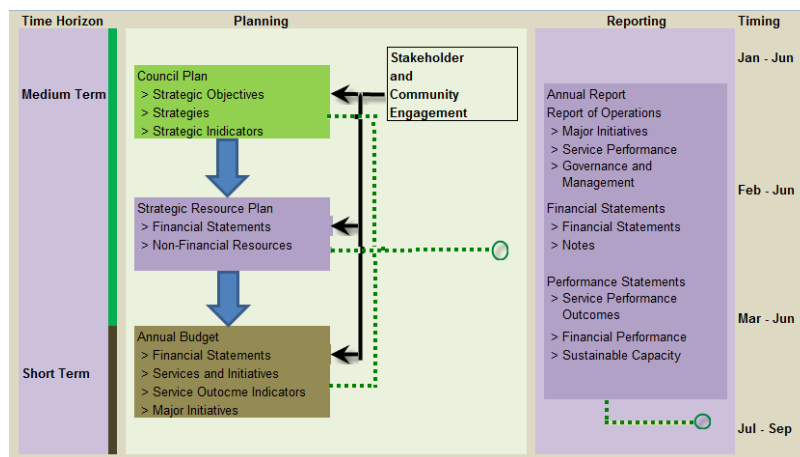


# 1. Linkage to the Council Plan

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

## 1.1 Planning and accountability framework

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



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

## 1.2 Our vision

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

### Our wellbeing commitment

Maribyrnong City Council is committed to promoting and protecting the wellbeing of our community across all life stages. We will achieve this through working to create and improve the physical, social, natural, cultural and economic environments that promote health and wellbeing.

Council has a vital role to play as leader, partner, advocate and planner in developing and implementing strategies to protect and promote health, now and into the future.

We must focus on the necessary foundations for enhancing wellbeing such as access to appropriate and affordable housing and employment, transport that is accessible, safe and reliable, amenity and social connectedness. Council is committed to social justice and equity for all. We will









engage with our most vibrant and diverse community. Everything we do has an impact on Community Wellbeing. The three core wellbeing outcome areas below underpin the Council Plan.



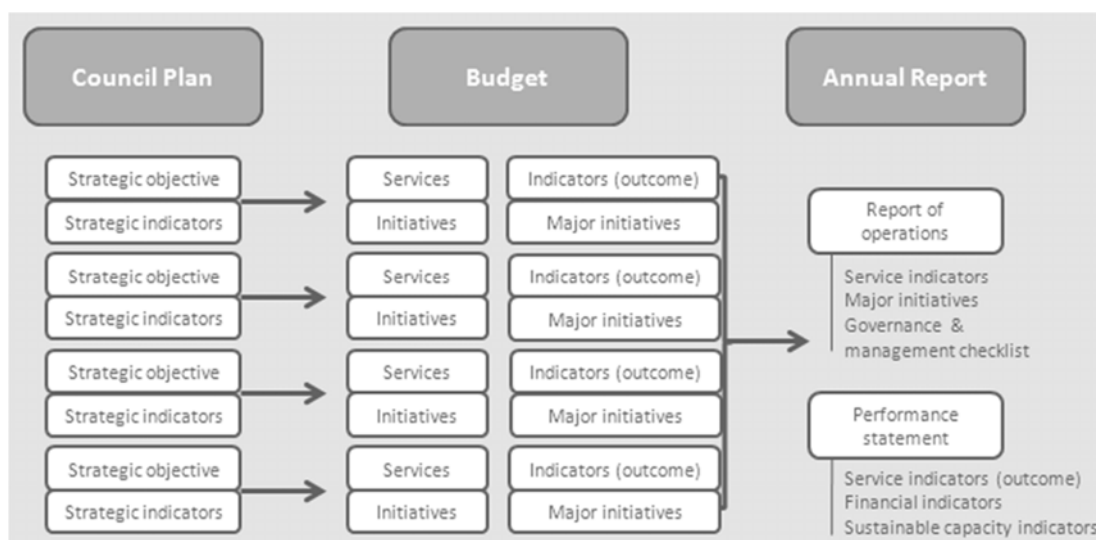
### 1.3 Strategy objectives

Council provides more than 65 services to the community. Each contributes to the achievement of one of the six *Strategic objectives* as set out in the Council Plan for the years 2017-21. The following table lists the six Strategic objectives as described in the Council Plan.

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

## 2. Services, initiatives & performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/2018 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives and service performance outcome indicators in the Budget and report against them in the Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning (formerly Transport, Planning and Local Infrastructure)

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

## 2.1 Community Services

| CL. REF. | SERVICE DELIVERY                                    | BUDGET 2017/2018 INC. \$ | BUDGET 2017/2018 EXP. \$ | BUDGET 2017/2018 NET \$ |
|----------|---|--------------------------|--------------------------|-------------------------|
| OP3      | Community Services Management total                 | 0                        | 436,624                  | 436,624                 |
| OP9      | Positive Ageing & Inclusion total                   | -4,366,922               | 6,477,210                | 2,110,288               |
| OP15     | Community Infrastructure & Social Development total | -43,664                  | 1,864,285                | 1,820,621               |
| OP20     | Community Learning & Libraries total                | -892,349                 | 5,734,510                | 4,842,161               |
| OP26     | Family & Youth Services total                       | -1,182,065               | 5,161,636                | 3,979,571               |
| OP30     | Leisure Services total                              | -5,218,598               | 6,241,706                | 1,023,108               |
| OP31     | Community Services total                            | -11,703,598              | 25,915,971               | 14,212,373              |

### Major initiatives

| MAJOR INITIATIVES   | DEPARTMENT                                   | PERFORMANCE INDICATOR  | STRATEGY  |
|---|--|--|---|
| Develop the Sports Pavilion Capital Improvement Program and Sports Ground Renewal Strategy                        | Leisure Services                             | Capital works program and timeline developed                                 | Deliver sport and recreation programs and capital works that increase capacity, accessibility and wellbeing                   |
| Develop the Integrated Child, Family and Youth Strategy 0-25 years.   | Community Services and Social infrastructure | Early Years Strategy developed   | Facilitate early years, children, youth and family-focused services for a rapidly growing community                           |
| Lead development and delivery of the Church Street Early Years Centre   | Community Services and Social infrastructure | Complete detailed design and commence construction                           | Facilitate the renewal and development of contemporary community infrastructure that are multi-purpose and multi-generational |
| Develop the Community Learning and Libraries Strategic Plan and Building Strategy 2017-2021                       | Community Learning and Libraries             | Plan and Strategy complete with 80 per cent of first year actions progressed | Enhance community access to integrated life-long learning opportunities across the community learning network                 |
| Lead development of concept options and feasibility analysis for the Footscray Library, Community & Cultural Hub. | Community Learning and Libraries             | Develop concept options and complete a feasibility study                     | Facilitate the renewal and development of contemporary community infrastructure that are multi-purpose and multi-generational |

## Service performance outcome indicators

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

## Community Services management

| CL REF. | SERVICE DELIVERY                    | BUDGET 2017/2018 INC.<br>\$ | BUDGET 2017/2018 EXP.<br>\$ | BUDGET 2017/2018 NET<br>\$ | LINKAGE TO STRATEGIC OBJECTIVE |
|---------|-------------------------------------|-----------------------------|-----------------------------|----------------------------|--------------------------------|
| OP1     | Community Services Management       |                             |                             |                            |                                |
| OP2     | Community Services Management       | 0                           | 436,624                     | 436,624                    | Strong leadership              |
| OP3     | Community Services Management Total | 0                           | 436,624                     | 436,624                    |                                |

The Key Strategic Activities for the Community Services directorate for the 2017/2018 year are:

- invest in the services and infrastructure to support an ongoing program of community leadership development and community revitalisation for Maribyrnong.
- plan for the strategic renewal of social infrastructure to support a healthy, activated and positively engaged community.
- develop the Positive Ageing Strategy 2017-2021 to inform the future of an age friendly and inclusive Maribyrnong that enables intergenerational opportunities
- continue to ensure delivery of the Commonwealth Home Support Services to support our ageing population to stay active at home and in their communities

- research the health status of our community and implement preventative programs to support active communities and healthy lifestyles for the future.
- implement a range of strategies to promote equity and inclusion for all.
- work with the government, community and private sector to create safer environments and public places across the City of Maribyrnong.
- complete the Maribyrnong Sports Development Strategy and invest in quality places and spaces for physical activity building a healthier community
- develop the Maribyrnong Early Years Plan for 2018-28 to deliver high quality infrastructure and programs for our children
- deliver the redevelopment of the Church Street Early Years Integrated Learning Hub
- review the Maribyrnong Strategy for Young People and progress the Maribyrnong Alliance for Young People to deliver coordinated support to young people in Maribyrnong.
- develop and deliver the Maribyrnong Arts and Cultural Strategy, Collections Policy and Public Art Policy
- implement the Library, Community Learning and Libraries Strategic Plan and Building Strategy to resource lifelong learning opportunities for Maribyrnong residents into the future.
- provide a range of learning and community development activities through Council's Community Centre's and Libraries, Arts and Culture.
- undertake a Neighborhood House Needs Analysis
- develop a coordinated content planning framework for Community Learning and Libraries and Neighbourhood House Programs
- progress the concept and feasibility planning for the Footscray Library, Community & Cultural Hub.
- progress detailed design for the redevelopment of RecWest West Footscray and for the upgrade and refit of the Maribyrnong Aquatic & Recreation Centre.
- deliver the Active Maribyrnong Program to engage more people into healthy and active lifestyles

### Positive Ageing & Inclusion

| CL REF. | SERVICE DELIVERY                           | BUDGET 2017/2018 INC. \$ | BUDGET 2017/2018 EXP. \$ |           | LINKAGE TO STRATEGIC OBJECTIVE  |
|---------|--|--------------------------|--------------------------|-----------|---------------------------------|
| OP4     | Positive Ageing & Inclusion                |                          |                          |           |                                 |
| OP5     | Aged & Diversity Management & Co-Ordinator | -81,193                  | 790,211                  | 709,018   | Healthy & inclusive communities |
| OP6     | Community Care                             | -3,754,075               | 4,869,600                | 1,115,525 | Healthy & inclusive communities |
| OP7     | Diversity                                  | -139,976                 | 384,433                  | 244,457   | Healthy & inclusive communities |
| OP8     | Positive Ageing                            | -391,678                 | 432,966                  | 41,288    | Healthy & inclusive communities |
| OP9     | Positive Ageing & Inclusion total          | -4,366,922               | 6,477,210                | 2,110,288 |                                 |

The Positive Ageing and Inclusion Department works to support the development of socially and culturally inclusive communities in Maribyrnong. The Department focuses on positive ageing, equity and inclusion, and capacity building to enhance the social engagement and opportunities for positive participation across all life stages and cultural groups in Maribyrnong. The department provides a comprehensive and integrated range of home and community support services to older adults, people with a disability and their carers. The area is divided into four sections: 1) Positive Ageing, 2) Inclusion and Diversity 3) Community Care Services, and 4) Community Development and Participation.

The Positive Ageing team provides a range of support services to enable older residents to continue living in their own homes in the municipality. These services include information, advice and referral, assessment and care planning, delivered meals, and a number of community based social activity options. The team is responsible for the development of the Positive Ageing Strategy. The Inclusion team delivers the Disability Action Plan to inform our planning for an inclusive and disability friendly civic environment for the future, and will develop an Intercultural Plan for the Municipality to enable greater interaction across the diverse cultures that are the Maribyrnong community. The team supports Council departments to develop and implement these strategies and ensure Council services and processes are inclusive.

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

### Community Learning, Libraries, Arts and Culture

| CL REF. | SERVICE DELIVERY                     | BUDGET 2017/2018 INC. \$ | BUDGET 2017/2018 EXP. \$ | BUDGET 2017/2018 NET \$ | LINKAGE TO STRATEGIC OBJECTIVE  |
|---------|--------------------------------------|--------------------------|--------------------------|-------------------------|---------------------------------|
| OP16    | Community Learning & Libraries       |                          |                          |                         |                                 |
| OP17    | Community Centres Network            | -233,327                 | 1,411,698                | 1,178,371               | Healthy & inclusive communities |
| OP18    | Library Services                     | -659,022                 | 4,245,953                | 3,586,931               | Healthy & inclusive communities |
| OP19    | Neighbourhood Community Centres      | 0                        | 76,859                   | 76,859                  | Healthy & inclusive communities |
| OP20    | Community Learning & Libraries total | -892,349                 | 5,734,510                | 4,842,161               |                                 |

The Library Service delivers responsive library services and programs to the Maribyrnong community. Library services and programs actively engage a diverse range of people and afford opportunities to inspire and transform their lives through reading, literacy and knowledge.

Five branch libraries provide lending collections, access to information technology, cultural activities, and literacy programs, including digital literacy. Children's programs and collections focus on childhood literacy, through physical collections and online apps, alongside baby rhyme times, story times, holiday programs and new parents' sessions. Special story times are also held in community languages. Multicultural services provision is a major focus, with a high percentage of library usage by people of non-English speaking backgrounds. Collections are available in 12 community languages and each year special programs are developed which reflect community diversity.

Through its website library users can manage their loans as well as access the library catalogue, digital resources, eBooks, audio books and apps which support digital learning and literacy. The Community Centres offer a wide range of programs, activities and events with, and for the community and provide affordable space for community groups to conduct their business. The Centres are run with a strong community development framework that encourages empowerment, access and equity, inclusion, advocacy, social justice and community participation.

Programs include English and literacy programs, computer training, youth programs, playgroups, exercise, art and craft, health and wellbeing, community dinners, garden to plate and seniors.

Community Centres also offer spaces for council departments to run events and consultations and partner with community organisations and business to offer relevant and meaningful opportunities for all the community.

The Community Centres program operates from three sites.

- Braybrook Community Hub 107-139 Churchill Avenue Braybrook
- Maidstone Community Centre 21 Yardley Street
- Maribyrnong Community Centre 9 Randall Street Maribyrnong

The Arts and Culture team manages the Maribyrnong Art and Heritage collection and delivers on Arts and Cultural planning and collaboration: Public Art Strategy, StreetWorks, Open Studios, Strategic Arts Framework, Bluestone Church Arts Space, Artsbox.

### Community Services and Social Infrastructure Planning

| CL REF. | SERVICE DELIVERY                               | BUDGET 2017/2018 INC. \$ | BUDGET 2017/2018 EXP. \$ | BUDGET 2017/2018 NET \$ | LINKAGE TO STRATEGIC OBJECTIVE  |
|---------|--|--------------------------|--------------------------|-------------------------|---------------------------------|
| OP21    | Family & Youth Services                        |                          |                          |                         |                                 |
| OP22    | Early Years Development & Support              | -227,018                 | 974,758                  | 747,740                 | Healthy & inclusive communities |
| OP23    | Family Services & Community Project Management | 0                        | 310,459                  | 310,459                 | Healthy & inclusive communities |
| OP24    | Maternal & Child Health                        | -819,564                 | 2,746,084                | 1,926,520               | Healthy & inclusive communities |
| OP25    | Youth Services                                 | -135,483                 | 1,130,335                | 994,852                 | Healthy & inclusive communities |
| OP26    | Family & Youth Services total                  | -1,182,065               | 5,161,636                | 3,979,571               |                                 |

The department provides and manages social policy and planning, and seeks and negotiates funding for the delivery of a range of family and children's services. This is achieved through strategic planning, partnership facilitation, strategic projects, advocacy, and community engagement. The department also oversees municipal emergency recovery management. The department consist of the following teams: Social Policy and Research, Strategic Projects and Planning, Major Projects, Maternal and Child Health, Early Years, Youth Services and Municipal Recovery Management. The Social Policy and Research, Strategic Projects and Planning, and Major Project teams take an evidence based approach to strategic policy and planning, partnership facilitation, advocacy and collaboration. The combined work of these teams include:

- develop a Community Services Division – *Social Infrastructure Plan 2018-2028* - that will guide social infrastructure development, services planning and delivery in the City of Maribyrnong
- contribute to the review of Social and Economic Impact Assessment Framework that will guide social and economic impact assessment of residential development, social infrastructure development and service development in the City of Maribyrnong



- provide social and community impact assessment for new developments in partnership with City Strategy team
- end to end project management of renewal and new Community Services Division projects: Footscray Learning Precinct, Footscray Library/Community/Cultural Hub, Footscray Early Years Learning Hub, Church Street Children Centre
- evidence based social policy, advocacy and service planning: Social/Affordable Housing and Homelessness, Social Infrastructure planning, funding and delivery, Human Rights and Social Justice Framework
- research and data: Community Profile, Social Atlas, and Population Forecasts.

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

The Maternal and Child Health and Immunisation Service has over seven thousand children enrolled in the Service and provide approximately eighteen thousand consultations during the year. These consultations include the physical assessment of the child, health promotion, maternal wellbeing checks and referrals as needed. Immunisations given to pre-school children total over four thousand five hundred, while the secondary school students receive over six thousand immunisations. Families are offered support with individual consultations as well as in new parent groups and parent information sessions. Additionally, the Enhanced Maternal and Child Health service provides extra support for those families who have additional needs.

The Early Years team coordinates the compliance of fifteen Council owned facilities that house early years services as well as planning and developing infrastructure that is responsive to population changes with a focus on integrated children's hubs. The team resources and supports our local early years sector to enable high quality service provision. It facilitates the Maribyrnong Early Years Alliance and the implementation of the Maribyrnong Strategy for Children 2015-18 and Family Strengthening Strategy 2015-18 through partnerships. It provides support to parent managed committees of child care centres and manages the Central Registration System for the community based child care centres and kindergartens.

The Youth Services team works to reduce youth at risk and improve the health and wellbeing outcomes for local young people (12-25 years) through implementing the Maribyrnong Strategy for Young People 2014-2018. Youth Services are the facilitating partner for the Maribyrnong Alliance for Young People consisting of over 20 key organisations and the Maribyrnong Workers with Young People Network with a membership of 273 local professionals.

Youth Services facilitates the delivery of 21 programs and 15 events annually that support the development of young people and their connection to the community. Youth Services manage the Phoenix Youth Centre that has 1,600 unique bookings per year, with 1,500 young people casually accessing the Centre outside of program times.

## Leisure, Health and Wellbeing

| CL REF. | SERVICE DELIVERY           | BUDGET 2017/2018 INC. \$ | BUDGET 2017/2018 EXP. \$ | BUDGET 2017/2018 NET \$ | LINKAGE TO STRATEGIC OBJECTIVE                                     |
|---------|----------------------------|--------------------------|--------------------------|-------------------------|--|
| OP27    | Leisure Services           |                          |                          |                         |  |
| OP28    | Maribyrnong Aquatic Centre | -5,117,550               | 5,279,966                | 162,416                 | Healthy & inclusive communities<br>Healthy & inclusive communities |
| OP29    | Recreation Services        | -101,048                 | 961,740                  | 860,692                 |  |
| OP30    | Leisure Services total     | -5,218,598               | 6,241,706                | 1,023,108               |  |

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

The Service includes 3 separate business units which include Health and Wellbeing, Recreation Services and Recreation Centres.

### Health and Wellbeing

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

### Recreation Services

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

### Maribyrnong Aquatic Centre/Recwest Braybrook & Footscray

Offers a number of active leisure and recreation spaces designed to address the health and fitness needs by providing a range of health and fitness services and facilities which encourage and support people to live healthier lives and enjoy the benefits of physical activity and social connections.

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

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

Leisure Services will shortly complete the Municipal Sports Development Strategy, Sports Pavilion Redevelopment Plan and the Sportsground Redevelopment Plan which will provide guidance for the future delivery of sport and recreation over the next 10 years in Maribyrnong.

## 2.2 Corporate Services

| CL REF. | CORPORATE SERVICES<br>MARIBYRNONG CITY COUNCIL<br>SERVICE DELIVERY | BUDGET<br>2017/2018<br>INC.<br>\$ | BUDGET<br>2017/2018<br>EXP.<br>\$ | BUDGET<br>2017/2018<br>NET<br>\$ |
|---------|--|-----------------------------------|-----------------------------------|----------------------------------|
| OP34    | Corporate Services Management total                                | 0                                 | 753,758                           | 753,758                          |
| OP37    | Office of CEO total  | 0                                 | 463,369                           | 463,369                          |
| OP41    | Commercial Services total  | 0                                 | 1,458,187                         | 1,458,187                        |
| OP45    | Communications and Engagement total                                | 0                                 | 1,371,355                         | 1,371,355                        |
| OP55    | Finance total  | -100,076,467                      | 8,671,058                         | -91,405,409                      |
| OP60    | Governance and Customer Service total                              | -1,031,827                        | 3,756,635                         | 2,724,808                        |
| OP65    | Human Resources Management total                                   | 0                                 | 2,562,790                         | 2,562,790                        |
| OP69    | Information Services total   | -400                              | 5,596,091                         | 5,595,691                        |
| OP70    | Corporate Services total   | -101,108,694                      | 24,633,243                        | -76,475,451                      |

### Major initiatives

| MAJOR INITIATIVES                    | DEPARTMENT               | PERFORMANCE INDICATOR   | STRATEGY  |
|--------------------------------------|--------------------------|---|---|
| Community Plan Maribyrnong 2040      | Organisation Development | Development of the Maribyrnong Community Plan 2040 and endorsement by Council | Develop a community plan to capture the community's vision and aspirations to 2040                                      |
| 10 year Long Term Financial Strategy | Financial Services       | Development and delivery of the 10 year Long Term Financial Strategy          | Secure the long term financial sustainability of Council  |
| IT Strategy                          | Information Technology   | Development and commencement of delivery of the I.T Strategy                  | Drive business led innovation to deliver efficiencies, responsive customer experiences and an agile, flexible workforce |

## New initiatives

| STRATEGIC INITIATIVES  | COUNCIL PLAN STRATEGIC OBJECTIVE  | 2017/2018 EXP |
|--|-----------------------------------|---------------|
| Additional funds supporting cycle strategy early implementation      | Mobile and connected city         | 375,000       |
|  | Healthy and inclusive communities |               |
| Increase to support the Festival City Community Grants program       | Growth and prosperity             | 45,000        |
| Health and wellbeing initiatives through Western Bulldogs Foundation | Healthy and inclusive communities | 70,000        |
| Community budget submissions   | Strong leadership                 | 70,000        |
|  | Healthy and inclusive communities |               |
| Total strategic initiatives  |                                   | 560,000       |

## Service performance outcome indicators

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

## Corporate Services management

| CL REF. | SERVICE DELIVERY                    | BUDGET 2017/2018 INC.<br>\$ | BUDGET 2017/2018 EXP.<br>\$ | BUDGET 2017/2018 NET<br>\$ | LINKAGE TO STRATEGIC OBJECTIVE |
|---------|-------------------------------------|-----------------------------|-----------------------------|----------------------------|--------------------------------|
| OP32    | Corporate Services Management       |                             |                             |                            |                                |
| OP33    | Corporate Services Management       | 0                           | 753,758                     | 753,758                    | Strong leadership              |
| OP34    | Corporate Services Management total | 0                           | 753,758                     | 753,758                    |                                |
| OP35    | Office of CEO                       |                             |                             |                            |                                |
| OP36    | Office of CEO                       | 0                           | 463,369                     | 463,369                    | Strong leadership              |
| OP37    | Office of CEO total                 | 0                           | 463,369                     | 463,369                    |                                |

## Corporate Services strategic direction

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

The key financial objectives, which underpin the SRP to 2021, are:

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

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

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

## Service description

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

## Key influences for the team include:

- increased regulatory and compliance expectations from all levels of Government
- increased community expectations for ongoing communications, engagement and services
- increasing demand for online delivery of services
- introduction of new technology systems
- implementation of legislative changes for governance and financial accountability
- refining and improving procurement and contracting activities to deliver value for money outcome
- embedding effective risk management practices across the Council
- improved organisational resilience to business disruption events
- implementation of service planning and service reviews across the organisation
- new reporting requirements for Local Government as per the revised regulations, including 71 performance indicators
- implement prudent financial management and explore new revenue streams, and
- continuous improvement in organisational performance

## Commercial Services

| CL REF. | SERVICE DELIVERY          | BUDGET 2017/2018 INC. \$ | BUDGET 2017/2018 EXP. \$ | BUDGET 2017/2018 NET \$ | LINKAGE TO STRATEGIC OBJECTIVE                       |
|---------|---------------------------|--------------------------|--------------------------|-------------------------|--|
| OP38    | Commercial Services       |                          |                          |                         |  |
| OP39    | Contracts & Procurement   | 0                        | 553,929                  | 553,929                 | Strong leadership<br>Healthy & inclusive communities |
| OP40    | Risk Management           | 0                        | 904,258                  | 904,258                 |  |
| OP41    | Commercial Services Total | 0                        | 1,458,187                | 1,458,187               |  |

The Commercial Services Department is responsible for the delivery of policies, systems, processes and practices to support Council's procurement, contracting, risk management, insurance and business continuity functions.

This is achieved through:

- providing constructive and timely advice on contracting and procurement issues with the aim of increasing the organisation's capacity and capability to deliver value for money outcomes in accordance with the Local Government Act 1989 and Council's Procurement Policy.
- delivering a targeted range of training opportunities to ensure an awareness and application of Council's procurement policy and procedures.
- exploring opportunities for improved collaborative contracting and procurement practices and strategies, both internally and externally.
- embedding effective and sound risk management practices as an integral part of Council's business processes to minimise and prevent injury and loss to the community.
- effective business continuity planning to minimise service disruptions and improve organisational resilience in delivering a broad range of services to the community.
- managing Council's insurance portfolio to ensure an appropriate level of cover is maintained across our diverse service areas.
- effective management of Council's insurance claims handling process.

## Communications & Engagement

| CL REF. | SERVICE DELIVERY                    | BUDGET 2017/2018 INC. \$ | BUDGET 2017/2018 EXP. \$ | BUDGET 2017/2018 NET \$ | LINKAGE TO STRATEGIC OBJECTIVE         |
|---------|-------------------------------------|--------------------------|--------------------------|-------------------------|--|
| OP42    | Communications and Engagement       |                          |                          |                         |  |
| OP43    | Communications and Engagement       | 0                        | 472,658                  | 472,658                 | Strong leadership<br>Strong leadership |
| OP44    | Media & Communications              | 0                        | 898,697                  | 898,697                 |  |
| OP45    | Communications and Engagement total | 0                        | 1,371,355                | 1,371,355               |  |

In the broadest terms, the Communications and Engagement Department works to build the profile and reputation of Maribyrnong and its authentic strengths as a vibrant, inner-city locale. The Department has two teams. The Media and Communications team is responsible for corporate communications about Maribyrnong City Council and promotion of the city as a great place to live, visit, work or study.



The remit of team also includes social media and online services as an area of growing emphasis for Council.

The Advocacy and Engagement team has coverage for community engagement, stakeholder relationship management as well as coordinating and supporting the Council's leadership for the advocacy program and government relations.

Key responsibilities of the department include:

- media
- corporate communications
- internal communications
- advertising
- online and social media
- stakeholder relations
- community engagement
- advocacy, and
- issues management.

## Finance

| CL REF. | SERVICE DELIVERY      | BUDGET 2017/2018 INC. \$ | BUDGET 2017/2018 EXP. \$ | BUDGET 2017/2018 NET \$ | LINKAGE TO STRATEGIC OBJECTIVE |
|---------|-----------------------|--------------------------|--------------------------|-------------------------|--------------------------------|
| OP46    | Finance               |                          |                          |                         |                                |
| OP47    | Debt servicing        | 0                        | 0                        |                         |                                |
| OP48    | Financial accounting  | -3,451,250               | 992,804                  | -2,458,446              | Strong leadership              |
| OP49    | Funding management    | 0                        | 4,993,327                | 4,993,327               | Strong leadership              |
| OP50    | Management accounting | 0                        | 401,176                  | 401,176                 | Strong leadership              |
| OP51    | Management finance    | -117,000                 | 550,841                  | 433,841                 | Strong leadership              |
| OP52    | Payroll               | 0                        | 305,763                  | 305,763                 | Strong leadership              |
| OP53    | Rates                 | -96,281,817              | 0                        | -96,281,817             | Strong leadership              |
| OP54    | Revenue & valuations  | -226,400                 | 1,427,147                | 1,200,747               | Strong leadership              |
| OP55    | Finance total         | -100,076,467             | 8,671,058                | -91,405,409             |                                |

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

- financial accounting (annual report)
- asset accounting
- investments
- accounts payable
- purchasing
- management accounting (budget and performance management)
- payroll
- revenue services
- debtors
- valuations

Financial accounting is responsible for:

- preparation of the Annual Financial Statements
- key components of these Statements are the endorsement of the Principal Accounting Officer, compliance with Australian Accounting Standards, the Local Government Act 1989 and the audit by the Victorian Auditor General
- accounts payable for the payment of invoices etc.
- purchasing for the ordering of goods and services
- management of Investments within projected cash flow needs
- Goods & services (GST) and Fringe benefits (FBT) requirements of the Australian Taxation Office (ATO)
- collection of council sundry debtor amounts due

Management accounting is responsible for:

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

The Revenue Services team is responsible for:

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

Asset accounting is responsible for:

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

## Governance and Customer Service

| CL REF. | SERVICE DELIVERY                      | BUDGET 2017/2018 INC. \$ | BUDGET 2017/2018 EXP. \$ | BUDGET 2017/2018 NET \$ | LINKAGE TO STRATEGIC OBJECTIVE |
|---------|---------------------------------------|--------------------------|--------------------------|-------------------------|--------------------------------|
| OP56    | Governance and Customer Service       |                          |                          |                         |                                |
| OP57    | Customer Service                      | 0                        | 1,448,943                | 1,448,943               | Strong leadership              |
| OP58    | Governance and Legal Services         | -40,500                  | 1,064,349                | 1,023,849               | Strong leadership              |
| OP59    | Property Management                   | -991,327                 | 1,243,343                | 252,016                 | Strong leadership              |
| OP60    | Governance and Customer Service total | -1,031,827               | 3,756,635                | 2,724,808               |                                |

The Governance and Customer Service Department delivers excellence in customer service, provides expertise in the management of Council's property portfolio and drives good governance practice.

This is achieved in the following ways:

- by focusing on providing best practice in the delivery of customer service.
- providing expert and timely advice regarding the management of Council properties and property related decisions with internal and external stakeholders including service managers of Council properties.
- delivering a well-managed Council decision making cycle.
- developing, maintaining and implementing the statutory requirements and corporate governance policies and procedures of the Council to ensure accountability, transparency, legislative compliance and alignment with strategic direction.

The Governance and Customer Service Department includes the following teams: Customer Service, Governance, and Property Management.

## Organisational Development

| CL REF. | SERVICE DELIVERY                   | BUDGET 2017/2018 INC. \$ | BUDGET 2017/2018 EXP. \$ | BUDGET 2017/2018 NET \$ | LINKAGE TO STRATEGIC OBJECTIVE |
|---------|------------------------------------|--------------------------|--------------------------|-------------------------|--------------------------------|
| OP61    | Human Resources Management         |                          |                          |                         |                                |
| OP62    | Corporate Planning and Performance | 0                        | 1,008,811                | 1,008,811               | Strong leadership              |
| OP63    | Human Resource                     | 0                        | 1,052,182                | 1,052,182               | Strong leadership              |
| OP64    | Occupational Health & Safety       | 0                        | 501,797                  | 501,797                 | Strong leadership              |
| OP65    | Human Resources Management total   | 0                        | 2,562,790                | 2,562,790               |                                |

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

In 2017/18 the Department will be focussed on developing a Council Plan 2017 -2021, delivering some key organisational strategic initiatives including introducing Service Planning, improved and

accountable performance reporting and targeted leadership development programs that will increase leaders capability to enhance employee engagement and service improvements that meets our community needs. Developing programs that will improve our culture to increase accountability that achieves our service and performance standards and deliver customer results.

### Information Services

| CL REF. | SERVICE DELIVERY                | BUDGET 2017/2018 INC.<br>\$ | BUDGET 2017/2018 EXP.<br>\$ | BUDGET 2017/2018 NET<br>\$ | LINKAGE TO STRATEGIC OBJECTIVE |
|---------|---------------------------------|-----------------------------|-----------------------------|----------------------------|--------------------------------|
| OP66    | Information Services            |                             |                             |                            |                                |
| OP67    | Information Management          | -400                        | 658,699                     | 658,299                    | Strong leadership              |
| OP68    | Information Technology Services | 0                           | 4,937,392                   | 4,937,392                  | Strong leadership              |
| OP69    | Information Services total      | -400                        | 5,596,091                   | 5,595,691                  |                                |

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

Key responsibilities include:

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

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

## 2.3 Infrastructure Services

| CL REF. | SERVICE DELIVERY                         | BUDGET 2017/2018 INC.<br>\$ | BUDGET 2017/2018 EXP.<br>\$ | BUDGET 2017/2018 NET<br>\$ |
|---------|--|-----------------------------|-----------------------------|----------------------------|
| OP73    | Infrastructure Services Management total | 0                           | 479,285                     | 479,285                    |
| OP79    | Strategic Asset Management total         | -2,735,355                  | 11,730,026                  | 8,994,671                  |
| OP85    | Engineering Services total               | -317,500                    | 1,171,402                   | 853,902                    |
| OP91    | Operations & Maintenance total           | -644,182                    | 20,702,608                  | 20,058,426                 |
| OP94    | Projects Office total                    | 0                           | 903,314                     | 903,314                    |
| OP95    | Infrastructure Services total            | -3,697,037                  | 34,986,635                  | 31,289,598                 |

### Major initiatives

| MAJOR INITIATIVES  | DEPARTMENT                 | PERFORMANCE INDICATOR  | STRATEGY  |
|--|----------------------------|--|---|
| Continue development of the City Infrastructure Plan   | Strategic Asset Management | Long term asset renewal requirements finalised and considered in the development of Long Term Financial Plan | Develop a City Infrastructure Plan aligning to community need and Council's finances.           |
| Complete detailed design and commence construction of the Church Street MCH Facility   | Project Office             | Construction commenced by Quarter 4.   | Plan and deliver Council's capital works program  |
| Implement the Project Management Framework for the delivery of capital works projects  | Project Office             | Endorsement by EMT   | Plan and deliver Council's capital works program  |
| Continue to work with the state government and Transurban on the Western Distributor Project to achieve Council's preferred position | Infrastructure Services    | Meetings/consultation with State Government and Transurban   | Support the development of sustainable transport options to reduce truck traffic and pollution. |
| Continue progressive implementation of the Integrated Amenity Improvement plan   | Operations & Maintenance   | Community Satisfaction Survey result is maintained or improved   | Improve the visual presentation, cleanliness and amenity of the city.                           |
| Review the kerbside waste collection services model.   | Strategic Asset Management | Review completed and endorsed by Council.  | Educate the community on environmental issues and best practice in waste management             |

## Service performance outcome indicators

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

## Infrastructure Services management

| CL REF. | SERVICE DELIVERY                         | BUDGET 2017/2018 INC.<br>\$ | BUDGET 2017/2018 EXP.<br>\$ | BUDGET 2017/2018 NET<br>\$ | LINKAGE TO STRATEGIC OBJECTIVE |
|---------|--|-----------------------------|-----------------------------|----------------------------|--------------------------------|
| OP71    | Infrastructure Services Management       |                             |                             |                            |                                |
| OP72    | Infrastructure Services Management       | 0                           | 479,285                     | 479,285                    | Strong leadership              |
| OP73    | Infrastructure Services Management Total | 0                           | 479,285                     | 479,285                    |                                |

Infrastructure Services is responsible for strategic planning, development and maintenance of its physical assets in the city. This includes assets such as local roads, paths, drains, laneways and buildings. It is also responsible for transport planning, parking management, traffic engineering, public lighting and operations, waste and cleansing services, maintenance of parks and gardens, fleet management and environmental sustainability.

Areas of responsibility;

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

## Infrastructure Services strategic direction

- continue to develop systems and strategies relating to Council's assets and infrastructure, including the delivery of the Capital Works and Improvement Program and initiatives that enhance and improve community amenity.
- continue the development and implementation of the integrated asset management system
- continue to implement a condition monitoring program and develop long term capital renewal and maintenance programs for council owned assets
- provide responsive and high quality operations and maintenance services to the community.
- ensure that effective and sustainable asset management principles are applied to capital projects and asset maintenance decisions across the City.
- plan for the continuous renewal, upgrade and maintenance of Council's assets, facilities and infrastructure to meet current and future community needs in a timely manner within approved budgets.

- promote and support programs and initiatives that support sustainability, public health, Liveability and Community Services.
- plan for and manage an effective transport and parking system for the City.
- advocate for new and upgraded state transport infrastructure, reduce impacts of truck traffic on residents and improve public transport throughout the City.

### Service description

The Infrastructure Services Branch is the Directorate for the asset planning and maintenance of Council's physical assets such as roads, footpaths, cycle paths, parks and open space, trees, drains and Council buildings along with transportation planning, traffic engineering, parking management and environment and sustainability services. The Directorate is also responsible for providing cleansing services, recycling and refuse collection services, 'At Call' hard and user pays green waste service. In addition, the Branch is responsible for public lighting, major project delivery and contaminated land management across the municipality.

### Service trends and influences

The City of Maribyrnong's population is expanding rapidly, creating further demands on existing infrastructure and service delivery and creating additional assets to manage and maintain. The municipality also has ageing infrastructure that requires ongoing maintenance and replacement where appropriate. Council's capital and asset improvement program provides for a balanced distribution of available funds within the various asset categories based on competing priorities. Funding has been allocated and optimised to the various asset classes to meet the required renewal demand and progressively reduce the current asset backlog (poor condition assets) over the next 10 years.

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

### Key strategic activities for the directorate

The key strategic activities for the Infrastructure Services directorate for the 2017/2018 year are:

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



## Strategic initiatives

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

Key issues and activities planned for 2017/2018 are:

- implement the Project Management Framework
- implement detailed Infrastructure service levels
- expand public place recycling program
- additional funding for parks and gardens maintenance.
- additional funding for removal of graffiti from Council and private property.
- review of the 10 Year Capital and Improvement Program.
- Best Value Reviews of service provision
- additional funding for the roads and building refurbishment works and park improvements.
- develop strategies for waste reduction in line with Council's waste minimisation strategy.
- continue contamination investigations, testing and remediation where required.
- continued focus on adopting cyclical planned maintenance programs in the Operations and Maintenance teams.
- develop the Fleet Management Plan including review of the Fleet Policy.
- implement actions in Council's Zero Carbon Strategy, including ongoing energy saving initiatives in Council buildings and facilities.

## Strategic Asset Management

| CL REF. | SERVICE DELIVERY                 | BUDGET 2017/2018 INC.<br>\$ | BUDGET 2017/2018 EXP.<br>\$ | BUDGET 2017/2018 NET<br>\$ | LINKAGE TO STRATEGIC OBJECTIVE  |
|---------|----------------------------------|-----------------------------|-----------------------------|----------------------------|---|
| OP74    | Strategic Asset Management       |                             |                             |                            |   |
| OP75    | Asset Management                 | -2,372,355                  | 2,301,677                   | -70,678                    | Quality places & spaces<br>**<br>Strong leadership<br>Clean and green |
| OP76    | Environmental Services           | 0                           | 2,798,535                   | 2,798,535                  |   |
| OP77    | Infrastructure Systems           | 0                           | 126,559                     | 126,559                    |   |
| OP78    | Waste Management                 | -363,000                    | 6,503,255                   | 6,140,255                  |   |
| OP79    | Strategic Asset Management total | -2,735,355                  | 11,730,026                  | 8,994,671                  |   |

\*\* Clean and green, Healthy & inclusive communities, Quality places & spaces, Strong leadership,

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

## Asset Management

- responsible for Council's corporate asset management framework, development of asset policies, strategies, plans, business processes and asset systems that support the ongoing delivery of best practice asset management.
- co-ordinates the development of Council's ten year capital and improvement program in consultation with asset, service, maintenance managers and other stakeholders.
- provides asset capital works advice and reports to the Project Management Oversight Committee, Executive Management Team and other key stakeholders.
- responsible for the management of Council's light fleet and heavy plant.

## Environmental Services

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

## Waste Management

- manages the delivery of curb side waste collection services.

## Infrastructure Systems

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

## Engineering Services

| CL REF. | SERVICE DELIVERY           | BUDGET 2017/2018 INC.<br>\$ | BUDGET 2017/2018 EXP.<br>\$ | BUDGET 2017/2018 NET<br>\$ | LINKAGE TO STRATEGIC OBJECTIVE |
|---------|----------------------------|-----------------------------|-----------------------------|----------------------------|--------------------------------|
| OP80    | Engineering Services       |                             |                             |                            |                                |
| OP81    | Civil Design and Drainage  | -292,000                    | 274,998                     | -17,002                    | *                              |
| OP82    | Development                | -20,000                     | 119,575                     | 99,575                     | Quality places & spaces        |
| OP83    | Engineering Services       | 0                           | 395,634                     | 395,634                    | Quality places & spaces        |
| OP84    | Transport Team             | -5,500                      | 381,195                     | 375,695                    | Mobile and connected city      |
| OP85    | Engineering Services Total | -317,500                    | 1,171,402                   | 853,902                    |                                |

\*Quality Places & Spaces, Mobile and Connected City

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

- The Civil Design team plans and designs capital works projects for roads, drainage, laneways, car parks and footpaths with a view to maximising asset condition within the available resources.
- The Transport team is responsible for the planning, design and implementation of the transport improvement program and parking management across the City. The team will continue working with external stakeholders on transport planning and management for the City and the inner western region focusing on major strategic transport projects and issues facing the City, such as the Western Distributor. The team will also continue to provide technical, traffic, parking, public lighting and transport advice in the development of key projects.
- The Development section manages developer planning and subdivision proposals and oversees major new subdivision construction activities in relation to infrastructure.

## Operations and Maintenance

| CL REF. | SERVICE DELIVERY                   | BUDGET 2017/2018 INC.<br>\$ | BUDGET 2017/2018 EXP.<br>\$ | BUDGET 2017/2018 NET<br>\$ | LINKAGE TO STRATEGIC OBJECTIVE |
|---------|------------------------------------|-----------------------------|-----------------------------|----------------------------|--------------------------------|
| OP86    | Operations & Maintenance           |                             |                             |                            |                                |
| OP87    | Civil Works & Amenity              | -560,182                    | 9,398,746                   | 8,838,564                  | *                              |
| OP88    | Facility Management                | 0                           | 2,692,414                   | 2,692,414                  | Quality places & spaces        |
| OP89    | Parks and Open Space               | -40,000                     | 6,989,061                   | 6,949,061                  | **                             |
| OP90    | Works Centre Operations Management | -44,000                     | 1,622,387                   | 1,578,387                  | Clean and green                |
| OP91    | Operations & Maintenance Total     | -644,182                    | 20,702,608                  | 20,058,426                 |                                |

\*Quality places & spaces, Mobile and connected city, Clean and green

\*\*Quality places & spaces, Healthy & inclusive communities,

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

The Service includes:

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

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

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

## Project Office

| CL<br>REF. | SERVICE DELIVERY      | BUDGET<br>2017/2018<br>INC.<br>\$ | BUDGET<br>2017/2018<br>EXP.<br>\$ | BUDGET<br>2017/2018<br>NET<br>\$ | LINKAGE<br>TO<br>STRATEGIC<br>OBJECTIVE |
|------------|-----------------------|-----------------------------------|-----------------------------------|----------------------------------|---|
| OP92       | Projects Office       |                                   |                                   |                                  |   |
| OP93       | Project Management    | 0                                 | 903,314                           | 903,314                          | *                                       |
| OP94       | Projects Office Total | 0                                 | 903,314                           | 903,314                          |   |

\*Quality places & spaces, Mobile and Connected City

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

### Building Capital Works (Minor and Major)

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

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

### Civil Infrastructure Capital Works

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

### Open Space and Special Projects Capital Works

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

## 2.4 Planning Services

| CL REF. | PLANNING SERVICES<br>MARIBYRNONG CITY COUNCIL<br>SERVICE DELIVERY | BUDGET<br>2017/2018<br>INC.<br>\$ | BUDGET<br>2017/2018<br>EXP.<br>\$ | BUDGET<br>2017/2018<br>NET<br>\$ |
|---------|---|-----------------------------------|-----------------------------------|----------------------------------|
| OP98    | Planning Services Management total                                | 0                                 | 771,026                           | 771,026                          |
| OP103   | City Business total   | -42,365                           | 2,004,241                         | 1,961,876                        |
| OP107   | City Design total   | 0                                 | 1,133,179                         | 1,133,179                        |
| OP110   | City Strategy total   | -28,349                           | 1,029,721                         | 1,001,372                        |
| OP117   | Regulatory Services total   | -16,698,574                       | 12,928,698                        | -3,769,876                       |
| OP120   | Urban Planning total  | -1,385,000                        | 2,269,303                         | 884,303                          |
| OP121   | Planning Services total   | -18,154,288                       | 20,136,168                        | 1,981,880                        |

### Major initiatives

| MAJOR INITIATIVES   | DEPARTMENT    | PERFORMANCE<br>INDICATOR   | STRATEGY  |
|---|---------------|--|---|
| Prepare an updated Maribyrnong Housing Strategy   | City Strategy | Updated Housing Strategy presented to Council by Quarter 4                 | Plan for a diverse, high quality and affordable housing in appropriate locations that responds to community growth and needs  |
| Prepare a Neighbourhood Plan (Urban Design Framework) for West Footscray  | City Design   | Neighbourhood Plan prepared and presented to Council by Quarter 4.         | Plan for a diverse, high quality and affordable housing in appropriate locations that responds to community growth and needs<br><br>Provide high-quality public spaces that respond to local character, encourage economic vitality and are safe at all times<br><br>Create a connected, pedestrian and bicycle friendly city |
| In partnership with Victoria University implement Footscray University Town business plan including a Smart City Initiative | City Business | 2017/18 Annual actions implemented and reported to Council by Quarter 4.   | Support the business community and actively promote the city for business   |
| Prepare a business case for the Footscray Town Hall Renewal   | City Design   | Complete business case, develop project brief and commence concept design. | Develop a City Infrastructure Plan aligning to community need and Council's finances  |

## Service performance outcome indicators

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

## Planning Services Management

| CL REF. | SERVICE DELIVERY                   | BUDGET 2017/2018 INC.<br>\$ | BUDGET 2017/2018 EXP.<br>\$ | BUDGET 2017/2018 NET<br>\$ | LINKAGE TO STRATEGIC OBJECTIVE |
|---------|------------------------------------|-----------------------------|-----------------------------|----------------------------|--------------------------------|
| OP96    | Planning Services Management       |                             |                             |                            |                                |
| OP97    | Planning Services Management       | 0                           | 771,026                     | 771,026                    | Strong leadership              |
| OP98    | Planning Services Management total | 0                           | 771,026                     | 771,026                    |                                |

## Service Description

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

## Service trends and influences

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

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

## Land use changes

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

## Population growth/demographic change

The City's population is expected to increase from 78,982 (2013 forecast) to approximately 111,188 (14,916 new households) by 2031. The City will accommodate significant housing development and population growth on several strategic redevelopment sites including Footscray, Highpoint, and Maribyrnong.

## City Business

| CL REF. | SERVICE DELIVERY                     | BUDGET 2017/2018 INC.<br>\$ | BUDGET 2017/2018 EXP.<br>\$ | BUDGET 2017/2018 NET<br>\$ | LINKAGE TO STRATEGIC OBJECTIVE  |
|---------|--------------------------------------|-----------------------------|-----------------------------|----------------------------|---------------------------------|
| OP99    | City Business                        |                             |                             |                            |                                 |
| OP100   | Activation & Relationship management | -7,040                      | 597,111                     | 590,071                    | Healthy & inclusive communities |
| OP101   | City Business                        | -5,325                      | 852,002                     | 846,677                    | Growth & prosperity             |
| OP102   | Festivals                            | -30,000                     | 555,128                     | 525,128                    | Healthy & inclusive communities |
| OP103   | City Business Total                  | -42,365                     | 2,004,241                   | 1,961,876                  |                                 |

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

The team co-ordinates delivery of the Footscray University Town and IMAP projects and cross Council activity to achieve the project goal. A major delivery area will be the development of the Footscray Council carpark portfolio, in particular the Byron and Irving Street carpark sites. The team has strong links with the State Department of Economic Development, Jobs, Transport and Resources and other agencies involved in the delivery of local economic outcomes.

## City Design

| CL REF. | SERVICE DELIVERY  | BUDGET<br>2017/2018<br>INC.<br>\$ | BUDGET<br>2017/2018<br>EXP.<br>\$ | BUDGET<br>2017/2018<br>NET<br>\$ | LINKAGE TO<br>STRATEGIC<br>OBJECTIVE |
|---------|-------------------|-----------------------------------|-----------------------------------|----------------------------------|--------------------------------------|
| OP104   | City Design       |                                   |                                   |                                  |                                      |
| OP105   | City Design       | 0                                 | 568,266                           | 568,266                          | Quality Places &<br>Spaces           |
| OP106   | Open Space        | 0                                 | 564,913                           | 564,913                          | Quality Places &<br>Spaces           |
| OP107   | City Design Total | 0                                 | 1,133,179                         | 1,133,179                        |                                      |

City Design is responsible for the, urban design and open space planning functions of Council. It is primarily involved in the design of public facilities, parks and public realm projects focusing on design excellence and City making projects in activity centres, streetscapes, open space and river corridors. The team will build on the City's design excellence objectives through quality urban design outcomes for new public buildings and public spaces. The team provides architectural and urban design advice on major development proposals across the city. The team will continue to advocate for quality design outcomes throughout the City. In 2017/2018, the team will focus on the implementation of the Maribyrnong Open Space Strategy through the forward planning of major park upgrades and identifying new open space opportunities.

## City Strategy

| CL REF. | SERVICE DELIVERY    | BUDGET<br>2017/2018<br>INC.<br>\$ | BUDGET<br>2017/2018<br>EXP.<br>\$ | BUDGET<br>2017/2018<br>NET<br>\$ | LINKAGE TO<br>STRATEGIC<br>OBJECTIVE |
|---------|---------------------|-----------------------------------|-----------------------------------|----------------------------------|--------------------------------------|
| OP108   | City Strategy       |                                   |                                   |                                  |                                      |
| OP109   | City Strategy       | -28,349                           | 1,029,721                         | 1,001,372                        | Quality places<br>& spaces           |
| OP110   | City Strategy Total | -28,349                           | 1,029,721                         | 1,001,372                        |                                      |

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

## Regulatory Services

| CL REF. | SERVICE DELIVERY               | BUDGET<br>2017/2018<br>INC.<br>\$ | BUDGET<br>2017/2018<br>EXP.<br>\$ | BUDGET<br>2017/2018<br>NET<br>\$ | LINKAGE TO<br>STRATEGIC<br>OBJECTIVE  |
|---------|--------------------------------|-----------------------------------|-----------------------------------|----------------------------------|---------------------------------------|
| OP111   | Regulatory Services            |                                   |                                   |                                  |                                       |
| OP112   | Building Control               | -776,155                          | 906,798                           | 130,643                          | Healthy &<br>Inclusive<br>Communities |
| OP113   | Compliance Regulatory Services | 0                                 | 2,031,338                         | 2,031,338                        | Mobile and<br>Connected City          |
| OP114   | Emergency Management           | -42,815                           | 255,050                           | 212,235                          | Healthy &<br>Inclusive<br>Communities |
| OP115   | Environmental Health           | -739,173                          | 1,167,939                         | 428,766                          | Mobile and<br>Connected City          |
| OP116   | Parking & Local Laws           | -15,140,431                       | 8,567,573                         | -6,572,858                       | Healthy &<br>Inclusive<br>Communities |



Regulatory Services provides management and enforcement of specific to parking regulations, local laws covering the amenity and good order of the local environment including animal management and promotion of responsible pet ownership throughout the municipality. In addition the Environment Health Unit ensures the community is safe from the risk of food contamination, Building Services focusing on Building controls and Regulations and Emergency Management ensuring Council meets its statutory Emergency Management obligations and the compliance team dealing with administration of enforcement processes.

The Parking team has responsibility for ensuring equitable use of parking spaces in Footscray, Yarraville, Highpoint, key business centres and areas such as the university, hospital and riverside precincts. This includes managing Council's paid parking system. Safety at school crossings and school precincts are high priority activities. Officers conduct more than 24,000 parking patrol hours annually (including after-hours, week days and weekends) throughout the city. The Local Laws team is responsible for investigating in excess of 3,000 complaints annually ranging from litter enforcement, to unsightly properties as well as monitoring all permits issued under the General Purpose Local Laws.

Animal Management Officers are responsible for the management of more than 9,000 registered pets within the Municipality, whilst dealing with animal complaints ranging from barking dogs, feral cats and illegal animals such as restricted breed dogs and roosters. They are responsible for impounding stray dogs and trapping stray cats (more than 300 dogs and 800 cats annually). Dog attacks are high priority incidents, with 50-60 cases a year each taking up to 30 hours of investigation and prosecution.

A key function of the Building Services team is the enhancement of the health, safety and amenity of buildings throughout the Municipality. This will be achieved through the provision of high quality building services administration and information; informing the community and industry of building regulatory requirements; providing an effective and efficient building permit service with a community focus and satisfying Council's statutory building control responsibilities. During 2017/2018 the team will continue on with the implementation of the Essential Services Campaign.

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

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

Regulatory Services is responsible for Council's Municipal Emergency Management Plan and its implementation to ensure resilience, community support, preparedness, response, relief and recovery in emergency situations.

The Compliance team responsibilities include all administrative support for the field teams, the processing of unpaid infringement notices; conduction reviews of appeals against notices; preparation of Court documents and issuing a range of permits (resident, disabled, street furniture etc.).

## Urban Planning

| CL REF. | SERVICE DELIVERY     | BUDGET 2017/2018 INC.<br>\$ | BUDGET 2017/2018 EXP.<br>\$ | BUDGET 2017/2018 NET<br>\$ | LINKAGE TO STRATEGIC OBJECTIVE |
|---------|----------------------|-----------------------------|-----------------------------|----------------------------|--------------------------------|
| OP118   | Urban Planning       |                             |                             |                            |                                |
| OP119   | Urban Planning       | -1,385,000                  | 2,269,303                   | 884,303                    | Quality Places & Spaces        |
| OP120   | Urban Planning Total | -1,385,000                  | 2,269,303                   | 884,303                    |                                |

Urban Planning manages approximately 1,000 planning application and aims to determine planning decisions within 60 days.

The department places all advertised applications on Council website and is progressing to a paperless independent office with decisions/acknowledgements being communicated via electronic means.

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

The team also ensures the requirements of the Maribyrnong Planning Scheme and planning permits are being enforced through inspections, responding to complaints and where necessary enforcement to achieve compliance.

## 2.5 Performance statement

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

## 2.6 Reconciliation with budgeted operating result

|  | 2017/2018<br>EXPENDITURE | 2017/2018<br>REVENUE | 2017/18<br>NET COST |
|--|--------------------------|----------------------|---------------------|
| Community Services                         | 25,915,971               | -11,703,598          | 14,212,373          |
| Corporate Services                         | 24,633,243               | -6,336,790           | 18,296,453          |
| Infrastructure Services                    | 34,986,635               | -3,697,037           | 31,289,598          |
| Planning Services                          | 20,136,168               | -18,154,288          | 1,981,880           |
| Total services and initiatives             | 105,672,017              | -39,891,713          | 65,780,304          |
| Strategic initiatives                      | 560,000                  | 0                    | 560,000             |
| Capital Works Program                      | 43,689,000               | -15,257,400          | 28,431,600          |
| Strategic initiatives total                | 44,249,000               | -15,257,400          | 28,991,600          |
| Total                                      | 149,921,017              | -55,149,113          | 94,771,904          |
| Funding sources:                           |                          |                      |                     |
| Rates strike                               |                          | -94,771,904          | 94,771,904          |
| Grand total                                | 149,921,017              | 149,921,017          | 149,921,0170        |
| Internal charges                           | -1,964,000               | 1,964,000            | 0                   |
| Major projects & asset development reserve |                          | 11,653,400           | -11,653,400         |
| Plant reserve                              | -300,000                 | 300,000              | 0                   |
| Open space reserves                        |                          | 2,058,000            | -2,058,000          |
| Transfer to reserves                       | -4,750,555               |                      | 4,750,555           |
| Depreciation                               | 17,241,000               |                      | -17,241,000         |
| Capitalised expenditure                    | -32,901,355              |                      | 32,901,355          |
| Grand total                                | 127,246,107              | 133,945,617          | 6,699,510           |

### 3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017/2018 to 2020/2021 the Strategic Resource Plan.

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

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

### 3.1 Comprehensive income statement for the four years ending 30 June 2021

|  | FORECAST<br>ACTUAL | BUDGET            | STRATEGIC RESOURCE PLAN<br>PROJECTIONS |                   |                   |
|--|--------------------|-------------------|--|-------------------|-------------------|
|  | 2016/17<br>\$'000  | 2017/18<br>\$'000 | 2018/19<br>\$'000                      | 2019/20<br>\$'000 | 2020/21<br>\$'000 |
| <b>Income</b>  |                    |                   |  |                   |                   |
| Rates and charges  | 92,457             | 95,944            | 99,870                                 | 102,658           | 105,494           |
| Statutory fees and fines   | 13,315             | 14,090            | 14,090                                 | 14,090            | 14,240            |
| User fees  | 11,904             | 12,305            | 12,608                                 | 12,370            | 12,674            |
| Grants - Operating   | 7,711              | 7,818             | 7,778                                  | 4,389             | 4,425             |
| Grants - Capital   | 1,177              | 1,046             | 1,046                                  | 1,046             | 1,046             |
| Contributions - monetary   | 2,676              | -                 | -                                      | -                 | -                 |
| Contributions - non-monetary   | -                  | -                 | -                                      | -                 | -                 |
| Net gain/(loss) on disposal of<br>property, infrastructure, plant and<br>equipment                   | 481                | 951               | 361                                    | 363               | 364               |
| Fair value adjustments for investment<br>property  | -                  | -                 | -                                      | -                 | -                 |
| Share of net profits/(losses) of<br>associates and joint ventures                                    | -                  | -                 | -                                      | -                 | -                 |
| Other income   | 2,247              | 1,792             | 1,804                                  | 1,816             | 1,827             |
| <b>Total income</b>  | <b>131,968</b>     | <b>133,946</b>    | <b>137,557</b>                         | <b>136,732</b>    | <b>140,070</b>    |
| <b>Expenses</b>  |                    |                   |  |                   |                   |
| Employee costs   | 53,911             | 56,284            | 57,762                                 | 58,318            | 55,834            |
| Materials and services   | 47,235             | 49,651            | 47,918                                 | 49,027            | 51,715            |
| Bad and doubtful debts   | 2,319              | 2,417             | 2,458                                  | 2,500             | 2,542             |
| Depreciation and amortisation  | 16,700             | 17,241            | 18,674                                 | 19,684            | 20,727            |
| Borrowing costs  | 149                | -                 | -                                      | -                 | -                 |
| Other expenses   | 1,657              | 1,653             | 1,680                                  | 1,707             | 2,055             |
| <b>Total expenses</b>  | <b>121,971</b>     | <b>127,246</b>    | <b>128,492</b>                         | <b>131,236</b>    | <b>132,873</b>    |
| <b>Surplus/(deficit) for the year</b>  | <b>9,997</b>       | <b>6,700</b>      | <b>9,065</b>                           | <b>5,496</b>      | <b>7,197</b>      |
| Other comprehensive income   |                    |                   |  |                   |                   |
| Items that will not be reclassified to<br>surplus or deficit in future periods                       |                    |                   |  |                   |                   |
| Net asset revaluation increment<br>/(decrement)  | -                  | -                 | -                                      | -                 | -                 |
| Share of other comprehensive<br>income of associates and joint<br>ventures                           | -                  | -                 | -                                      | -                 | -                 |
| Items that may be reclassified to<br>surplus or deficit in future periods<br>(detail as appropriate) | -                  | -                 | -                                      | -                 | -                 |
| <b>Total comprehensive result</b>  | <b>9,997</b>       | <b>6,700</b>      | <b>9,065</b>                           | <b>5,496</b>      | <b>7,197</b>      |

### 3.2 Balance sheet for the four years ending 30 June 2021

|  | FORECAST<br>ACTUAL | BUDGET            | STRATEGIC RESOURCE PLAN<br>PROJECTIONS |                   |                   |
|--|--------------------|-------------------|--|-------------------|-------------------|
|  | 2016/17<br>\$'000  | 2017/18<br>\$'000 | 2018/19<br>\$'000                      | 2019/20<br>\$'000 | 2020/21<br>\$'000 |
| <b>Assets</b>                                  |                    |                   |  |                   |                   |
| <b>Current assets</b>                          |                    |                   |  |                   |                   |
| Cash and cash equivalents                      | 19,078             | 10,550            | 15,047                                 | 17,811            | 19,151            |
| Trade and other receivables                    | 12,762             | 13,319            | 13,599                                 | 13,640            | 13,922            |
| Other financial assets                         | 32,000             | 32,005            | 32,011                                 | 32,016            | 32,022            |
| Inventories                                    | 11                 | 11                | 11                                     | 11                | 11                |
| Non-current assets classified as held for sale |                    |                   |  |                   |                   |
| Other assets                                   | 1,316              | 1,602             | 1,602                                  | 1,602             | 1,602             |
| <b>Total current assets</b>                    | <b>65,167</b>      | <b>57,487</b>     | <b>62,270</b>                          | <b>65,080</b>     | <b>66,708</b>     |
| <b>Non-current assets</b>                      |                    |                   |  |                   |                   |
| Trade and other receivables                    | 133                | 146               | 161                                    | 177               | 195               |
| Investments in associates and joint ventures   | -                  | -                 | -                                      | -                 | -                 |
| Property, infrastructure, plant & equipment    | 1,052,452          | 1,068,112         | 1,072,596                              | 1,076,865         | 1,084,478         |
| Investment property                            | -                  | -                 | -                                      | -                 | -                 |
| Intangible assets                              | -                  | -                 | -                                      | -                 | -                 |
| <b>Total non-current assets</b>                | <b>1,052,585</b>   | <b>1,068,258</b>  | <b>1,072,757</b>                       | <b>1,077,042</b>  | <b>1,084,673</b>  |
| <b>Total Assets</b>                            | <b>1,117,752</b>   | <b>1,125,745</b>  | <b>1,135,027</b>                       | <b>1,142,122</b>  | <b>1,151,381</b>  |
| <b>Liabilities</b>                             |                    |                   |  |                   |                   |
| <b>Current liabilities</b>                     |                    |                   |  |                   |                   |
| Trade and other payables                       | 8,439              | 8,146             | 7,014                                  | 7,202             | 7,900             |
| Trust funds and deposits                       | 3,106              | 3,115             | 3,125                                  | 3,134             | 3,143             |
| Provisions                                     | 14,838             | 16,271            | 17,476                                 | 18,737            | 19,957            |
| Interest-bearing loans and borrowings          | -                  | -                 | -                                      | -                 | -                 |
| <b>Total current liabilities</b>               | <b>26,383</b>      | <b>27,532</b>     | <b>27,615</b>                          | <b>29,073</b>     | <b>31,000</b>     |
| <b>Non-current liabilities</b>                 |                    |                   |  |                   |                   |
| Provisions                                     | 1,132              | 1,276             | 1,410                                  | 1,551             | 1,686             |
| Interest-bearing loans and borrowings          | -                  | -                 | -                                      | -                 | -                 |
| <b>Total Non-Current Liabilities</b>           | <b>1,132</b>       | <b>1,276</b>      | <b>1,410</b>                           | <b>1,551</b>      | <b>1,686</b>      |
| <b>Total Liabilities</b>                       | <b>27,515</b>      | <b>28,808</b>     | <b>29,025</b>                          | <b>30,624</b>     | <b>32,686</b>     |
| <b>Net assets</b>                              | <b>1,090,237</b>   | <b>1,096,937</b>  | <b>1,106,002</b>                       | <b>1,111,498</b>  | <b>1,118,695</b>  |
| <b>Equity</b>                                  |                    |                   |  |                   |                   |
| Accumulated surplus                            | 348,816            | 364,684           | 369,168                                | 373,437           | 381,050           |
| Reserves                                       | 741,421            | 732,253           | 736,834                                | 738,061           | 737,645           |
| <b>Total equity</b>                            | <b>1,090,237</b>   | <b>1,096,937</b>  | <b>1,106,002</b>                       | <b>1,111,498</b>  | <b>1,118,695</b>  |

### 3.3 Statement of changes in equity for the four years ending 30 June 2021

|  | TOTAL            | ACCUMULATED<br>SURPLUS | REVALUATION<br>RESERVE | OTHER<br>RESERVES |
|--|------------------|------------------------|------------------------|-------------------|
|  | \$'000           | \$'000                 | \$'000                 | \$'000            |
| <b>2016/2017 Forecast</b>                          |                  |                        |                        |                   |
| <b>Balance at beginning of the financial year</b>  | <b>1,080,240</b> | <b>324,664</b>         | <b>712,209</b>         | <b>43,367</b>     |
| Surplus/(deficit) for the year                     | 9,997            | 9,997                  | -                      | -                 |
| Net asset revaluation increment/(decrement)        | -                | -                      | -                      | -                 |
| Transfer to other reserves                         | -                | (18,005)               | -                      | 18,005            |
| Transfer from other reserves                       | -                | 32,160                 | -                      | (32,160)          |
| <b>Balance at end of the financial year</b>        | <b>1,090,237</b> | <b>348,816</b>         | <b>712,209</b>         | <b>29,212</b>     |
| <b>2017/2018 Budget</b>                            |                  |                        |                        |                   |
| <b>Balance at beginning of the financial year</b>  | <b>1,090,237</b> | <b>348,816</b>         | <b>712,209</b>         | <b>29,212</b>     |
| <b>Surplus/(deficit) for the year</b>              | <b>6,700</b>     | <b>6,700</b>           | <b>-</b>               | <b>-</b>          |
| <b>Net asset revaluation increment/(decrement)</b> | <b>-</b>         | <b>-</b>               | <b>-</b>               | <b>-</b>          |
| <b>Transfer to other reserves</b>                  | <b>-</b>         | <b>(5,051)</b>         | <b>-</b>               | <b>5,051</b>      |
| <b>Transfer from other reserves</b>                | <b>-</b>         | <b>14,219</b>          | <b>-</b>               | <b>(14,219)</b>   |
| <b>Balance at end of the financial year</b>        | <b>1,096,937</b> | <b>364,684</b>         | <b>712,209</b>         | <b>20,044</b>     |
| <b>2018/2019 Strategic Resource Plan</b>           |                  |                        |                        |                   |
| Balance at beginning of the financial year         | 1,096,937        | 364,684                | 712,209                | 20,044            |
| Surplus/(deficit) for the year                     | 9,065            | 9,065                  | -                      | -                 |
| Net asset revaluation increment/(decrement)        | -                | -                      | -                      | -                 |
| Transfer to other reserves                         | -                | (4,581)                | -                      | 4,581             |
| Transfer from other reserves                       | -                | -                      | -                      | -                 |
| <b>Balance at end of the financial year</b>        | <b>1,106,002</b> | <b>369,168</b>         | <b>712,209</b>         | <b>24,625</b>     |
| <b>2019/2020 Strategic Resource Plan</b>           |                  |                        |                        |                   |
| Balance at beginning of the financial year         | 1,106,002        | 369,168                | 712,209                | 24,625            |
| Surplus/(deficit) for the year                     | 5,496            | 5,496                  | -                      | -                 |
| Net asset revaluation increment/(decrement)        | -                | -                      | -                      | -                 |
| Transfer to other reserves                         | -                | (4,583)                | -                      | 4,583             |
| Transfer from other reserves                       | -                | 3,356                  | -                      | (3,356)           |
| <b>Balance at end of the financial year</b>        | <b>1,111,498</b> | <b>373,437</b>         | <b>712,209</b>         | <b>25,852</b>     |
| <b>2020/2021 Strategic Resource Plan</b>           |                  |                        |                        |                   |
| Balance at beginning of the financial year         | 1,111,498        | 373,437                | 712,209                | 25,852            |
| Surplus/(deficit) for the year                     | 7,197            | 7,197                  | -                      | -                 |
| Net asset revaluation increment/(decrement)        | -                | -                      | -                      | -                 |
| Transfer to other reserves                         | -                | (4,584)                | -                      | 4,584             |
| Transfer from other reserves                       | -                | 5,000                  | -                      | (5,000)           |
| <b>Balance at end of the financial year</b>        | <b>1,118,695</b> | <b>381,050</b>         | <b>712,209</b>         | <b>25,436</b>     |

### 3.4 Statement of cash flows for the four years ending 30 June 2021

|   | FORECAST<br>ACTUAL    | BUDGET                | STRATEGIC RESOURCE PLAN<br>PROJECTIONS |                       |                       |
|---|-----------------------|-----------------------|--|-----------------------|-----------------------|
|   | 2016/17<br>\$'000     | 2017/18<br>\$'000     | 2018/19<br>\$'000                      | 2019/20<br>\$'000     | 2020/21<br>\$'000     |
|   | INFLOWS<br>(OUTFLOWS) | INFLOWS<br>(OUTFLOWS) | INFLOWS<br>(OUTFLOWS)                  | INFLOWS<br>(OUTFLOWS) | INFLOWS<br>(OUTFLOWS) |
| <b>Cash flows from operating activities</b>                         |                       |                       |  |                       |                       |
| Rates and charges   | 92,301                | 95,775                | 99,681                                 | 102,518               | 105,350               |
| Statutory fees and fines  | 13,185                | 13,830                | 14,090                                 | 14,090                | 14,190                |
| User fees   | 10,704                | 13,066                | 13,752                                 | 13,696                | 13,824                |
| Grants - operating  | 7,711                 | 7,818                 | 7,778                                  | 4,389                 | 4,425                 |
| Grants - capital  | 1,177                 | 1,046                 | 1,046                                  | 1,046                 | 1,046                 |
| Contributions - monetary  | 2,676                 | -                     | -                                      | -                     | -                     |
| Interest received   | 1,906                 | 1,550                 | 1,558                                  | 1,566                 | 1,573                 |
| Trust funds and deposits taken                                      | 2,373                 | 2,398                 | 2,424                                  | 2,450                 | 2,476                 |
| Other receipts  | 341                   | 242                   | 246                                    | 250                   | 254                   |
| Net GST refund / payment  | 3,787                 | 4,050                 | 3,899                                  | 3,889                 | 4,099                 |
| Employee costs  | (52,242)              | (54,707)              | (56,423)                               | (56,915)              | (54,479)              |
| Materials and services  | (52,363)              | (57,599)              | (56,656)                               | (56,473)              | (58,914)              |
| Trust funds and deposits repaid                                     | (2,544)               | (2,389)               | (2,415)                                | (2,441)               | (2,467)               |
| Other payments  | (1,657)               | (1,653)               | (1,680)                                | (1,707)               | (2,055)               |
| <b>Net cash provided by/(used in) operating activities</b>          | <b>27,355</b>         | <b>23,427</b>         | <b>27,300</b>                          | <b>26,358</b>         | <b>29,322</b>         |
| <b>Cash flows from investing activities</b>                         |                       |                       |  |                       |                       |
| Payments for property, infrastructure, plant and equipment          | (38,285)              | (32,901)              | (23,159)                               | (23,952)              | (28,341)              |
| Proceeds from sale of property, infrastructure, plant and equipment | 481                   | 951                   | 361                                    | 363                   | 364                   |
| Payments for investments  | (2,000)               | (2,000)               | (2,000)                                | (2,000)               | (2,000)               |
| Proceeds from sale of investments                                   | 2,000                 | 1,995                 | 1,995                                  | 1,995                 | 1,995                 |
| Loan and advances made  | -                     | -                     | -                                      | -                     | -                     |
| Payments of loans and advances                                      | -                     | -                     | -                                      | -                     | -                     |
| <b>Net cash provided by/ (used in) investing activities</b>         | <b>(37,804)</b>       | <b>(31,955)</b>       | <b>(22,803)</b>                        | <b>(23,594)</b>       | <b>(27,982)</b>       |



|   | 2016/17<br>\$'000<br>INFLOWS<br>(OUTFLOWS) | 2017/18<br>\$'000<br>INFLOWS<br>(OUTFLOWS) | 2018/19<br>\$'000<br>INFLOWS<br>(OUTFLOWS) | 2019/20<br>\$'000<br>INFLOWS<br>(OUTFLOWS) | 2020/21<br>\$'000<br>INFLOWS<br>(OUTFLOWS) |
|---|--|--|--|--|--|
| <b>Cash flows from financing activities</b>                       |  |  |  |  |  |
| Finance costs   | (149)                                      | -  | -  | -  | -  |
| Proceeds from borrowings  | -  | -  | -  | -  | -  |
| Repayment of borrowings   | (2,673)                                    | -  | -  | -  | -  |
| Net cash provided by/(used in) financing activities               | (2,822)                                    | -  | -  | -  | -  |
| <b>Net increase/(decrease) in cash &amp; cash equivalents</b>     | (13,271)                                   | (8,528)                                    | 4,497                                      | 2,764                                      | 1,340                                      |
| Cash and cash equivalents at the beginning of the financial year  | 32,349                                     | 19,078                                     | 10,550                                     | 15,047                                     | 17,811                                     |
| <b>Cash and cash equivalents at the end of the financial year</b> | 19,078                                     | 10,550                                     | 15,047                                     | 17,811                                     | 19,151                                     |

### 3.5 Statement of capital works for the four years ending 30 June 2021

|  | FORECAST<br>ACTUAL | BUDGET            | STRATEGIC RESOURCE PLAN<br>PROJECTIONS |                   |                   |
|--|--------------------|-------------------|--|-------------------|-------------------|
|  | 2016/17<br>\$'000  | 2017/18<br>\$'000 | 2018/19<br>\$'000                      | 2019/20<br>\$'000 | 2020/21<br>\$'000 |
| <b>Property</b>                        |                    |                   |  |                   |                   |
| Land                                   | 823                | <b>1,250</b>      | 1,250                                  | 1,265             | 1,298             |
| Land improvements                      | -                  | -                 | -                                      | -                 | -                 |
| <b>Total land</b>                      | 823                | <b>1,250</b>      | 1,250                                  | 1,265             | 1,298             |
| Buildings                              | 15,330             | <b>15,965</b>     | 7,900                                  | 8,221             | 13,440            |
| Heritage buildings                     |                    | -                 | -                                      | -                 | -                 |
| Building improvements                  |                    | -                 | -                                      | -                 | -                 |
| Leasehold improvements                 |                    | -                 | -                                      | -                 | -                 |
| <b>Total buildings</b>                 | <b>15,330</b>      | <b>15,965</b>     | <b>7,900</b>                           | <b>8,221</b>      | <b>13,440</b>     |
| <b>Total property</b>                  | <b>16,153</b>      | <b>17,215</b>     | <b>9,150</b>                           | <b>9,486</b>      | <b>14,738</b>     |
| <b>Plant and equipment</b>             |                    |                   |  |                   |                   |
| Heritage plant and equipment           |                    | -                 |  |                   |                   |
| Plant, machinery and equipment         | 1,341              | <b>1,705</b>      | 1,000                                  | 948               | 973               |
| Fixtures, fittings and furniture       |                    | -                 |  |                   |                   |
| Computers and telecommunications       | 1,174              | <b>1,360</b>      | 1,360                                  | 1,265             | 1,299             |
| Library books                          | 600                | <b>850</b>        | 850                                    | 949               | 974               |
| <b>Total plant and equipment</b>       | <b>3,115</b>       | <b>3,915</b>      | <b>3,210</b>                           | <b>3,162</b>      | <b>3,246</b>      |
| <b>Infrastructure</b>                  |                    |                   |  |                   |                   |
| Roads                                  | 11,788             | <b>11,880</b>     | 8,400                                  | 8,538             | 8,765             |
| Bridges                                | 169                | <b>180</b>        | 180                                    | 316               | 325               |
| Footpaths and cycleways                | 5,715              | <b>2,920</b>      | 1,900                                  | 1,897             | 1,948             |
| Drainage                               | 1,395              | <b>480</b>        | 2,700                                  | 2,846             | 2,922             |
| Waste management                       | 220                | <b>350</b>        | 250                                    | 316               | 325               |
| Parks, open space and streetscapes     | 7,410              | <b>5,671</b>      | 4,300                                  | 4,427             | 4,545             |
| Off street car parks                   | 958                | <b>400</b>        | 500                                    | 632               | 649               |
| Other infrastructure                   | 400                | <b>678</b>        | 288                                    | 316               | 325               |
| <b>Total infrastructure</b>            | <b>28,055</b>      | <b>22,559</b>     | <b>18,518</b>                          | <b>19,288</b>     | <b>19,804</b>     |
| <b>Total capital works expenditure</b> | <b>47,323</b>      | <b>43,689</b>     | <b>30,878</b>                          | <b>31,936</b>     | <b>37,788</b>     |
| <b>Represented by:</b>                 |                    |                   |  |                   |                   |
| New asset expenditure                  | 14,432             | <b>14,951</b>     | 7,719                                  | 7,984             | 9,447             |
| Asset renewal expenditure              | 23,853             | <b>21,961</b>     | 15,439                                 | 15,968            | 18,894            |
| Asset expansion expenditure            | 6,000              | <b>120</b>        | 2,510                                  | 2,529             | 3,002             |
| Asset upgrade expenditure              | 3,038              | <b>6,657</b>      | 5,210                                  | 5,455             | 6,445             |
| <b>Total capital works expenditure</b> | <b>47,323</b>      | <b>43,689</b>     | <b>30,878</b>                          | <b>31,936</b>     | <b>37,788</b>     |
| <b>Capital works funding sources</b>   |                    |                   |  |                   |                   |
| Asset Sales                            | 400                | <b>200</b>        | 200                                    | 200               | 200               |
| Grants                                 | 1,177              | <b>1,046</b>      | 1,046                                  | 1,046             | 1,046             |
| Contributions                          | 69                 | -                 | -                                      | -                 | -                 |
| Council cash                           | 45,677             | <b>42,443</b>     | 29,632                                 | 30,690            | 36,542            |
| <b>Total capital funding</b>           | <b>47,323</b>      | <b>43,689</b>     | <b>30,878</b>                          | <b>31,936</b>     | <b>37,788</b>     |

### 3.6 Statement of human resources for the four years ending 30 June 2021

|                                | FORECAST<br>ACTUAL | BUDGET            | STRATEGIC RESOURCE PLAN<br>PROJECTIONS |                   |                   |
|--------------------------------|--------------------|-------------------|--|-------------------|-------------------|
|                                | 2016/17<br>\$'000  | 2017/18<br>\$'000 | 2018/19<br>\$'000                      | 2019/20<br>\$'000 | 2020/21<br>\$'000 |
| <b>Staff expenditure</b>       |                    |                   |  |                   |                   |
| Employee costs - operating     | 53,911             | <b>56,284</b>     | 57,762                                 | 58,318            | 55,834            |
| Employee costs - capital       | 1,455              | <b>1,499</b>      | 1,544                                  | 1,590             | 1,638             |
| <b>Total staff expenditure</b> | <b>55,366</b>      | <b>57,783</b>     | <b>59,306</b>                          | <b>59,908</b>     | <b>57,472</b>     |
|                                | EFT                | EFT               | EFT                                    | EFT               | EFT               |
| <b>Staff numbers</b>           |                    |                   |  |                   |                   |
| Employees                      | 547.50             | <b>554.82</b>     | 554.82                                 | 554.82            | 502.34            |
| <b>Total staff numbers</b>     | <b>547.50</b>      | <b>554.82</b>     | <b>554.82</b>                          | <b>554.82</b>     | <b>502.34</b>     |

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

| DEPARTMENT                               | BUDGET<br>2017/18<br>\$'000 | COMPRISES                        |                                  |
|--|-----------------------------|----------------------------------|----------------------------------|
|  |                             | PERMANENT<br>FULL TIME<br>\$'000 | PERMANENT<br>PART TIME<br>\$'000 |
| Community Services                       | <b>18,499</b>               | 8,314                            | 10,185                           |
| Corporate Services                       | <b>9,560</b>                | 8,669                            | 891                              |
| Infrastructure Services                  | <b>11,059</b>               | 10,692                           | 367                              |
| Planning Services                        | <b>10,928</b>               | 9,234                            | 1,694                            |
| <b>Total permanent staff expenditure</b> | <b>50,046</b>               | <b>36,908</b>                    | <b>13,137</b>                    |
| Casuals and other expenditure            | <b>6,238</b>                |                                  |                                  |
| Capitalised labour costs                 | <b>1,499</b>                |                                  |                                  |
| <b>Total expenditure</b>                 | <b>57,783</b>               |                                  |                                  |

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

| DEPARTMENT               | BUDGET<br>FTE | COMPRISES              |                        |
|--------------------------|---------------|------------------------|------------------------|
|                          |               | PERMANENT<br>FULL TIME | PERMANENT<br>PART TIME |
| Community Services       | <b>198.46</b> | 80.00                  | 118.46                 |
| Corporate Services       | <b>83.96</b>  | 74.00                  | 9.96                   |
| Infrastructure Services  | <b>117.07</b> | 113.10                 | 3.97                   |
| Planning Services        | <b>102.86</b> | 84.00                  | 18.86                  |
| <b>Total</b>             | <b>502.35</b> | <b>351.10</b>          | <b>151.25</b>          |
| Casuals and other        | <b>37.57</b>  |                        |                        |
| Capitalised labour costs | <b>14.90</b>  |                        |                        |
| <b>Total staff</b>       | <b>554.82</b> |                        |                        |

## 4. Financial performance indicators

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

| Indicator                  | Measure  | Notes | Forecast   |            | Budget     | Strategic Resource Plan Projections |            |            |         |     |
|----------------------------|--|-------|------------|------------|------------|-------------------------------------|------------|------------|---------|-----|
|                            |  |       | Actual     | Actual     |            | Projections                         |            |            | Trend   |     |
|                            |  |       | 2015/16    | 2016/17    |            | 2017/18                             | 2018/19    | 2019/20    | 2020/21 | +/- |
| Operating position         |  |       |            |            |            |                                     |            |            |         |     |
| Adjusted underlying result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue  | 1     | 4.2%       | 5.6%       | 5.0%       | 6.6%                                | 4.0%       | 5.1%       |         | +   |
| Liquidity                  |  |       |            |            |            |                                     |            |            |         |     |
| Working capital            | Current assets / current liabilities   | 2     | 294.99%    | 247.00%    | 208.80%    | 225.50%                             | 223.85%    | 215.19%    |         | o   |
| Unrestricted cash          | Unrestricted cash / current liabilities  |       | 68.77%     | 83.21%     | 70.45%     | 69.92%                              | 60.14%     | 62.05%     |         | o   |
| Obligations                |  |       |            |            |            |                                     |            |            |         |     |
| Loans and borrowings       | Interest bearing loans and borrowings / rate revenue   | 3     | 3.03%      | 0.00%      | 0.00%      | 0.00%                               | 0.00%      | 0.00%      |         | +   |
| Loans and borrowings       | Interest and principal repayments on interest bearing loans and borrowings / rate revenue                  |       | 1.00%      | 3.05%      | 0.00%      | 0.00%                               | 0.00%      | 0.00%      |         | +   |
| Indebtedness               | Non-current liabilities / own source revenue   |       | 0.83%      | 0.94%      | 1.03%      | 1.10%                               | 1.18%      | 1.26%      |         | +   |
| Asset renewal              | Asset renewal expenditure / depreciation   | 4     | 80.90%     | 178.76%    | 189.95%    | 124.01%                             | 121.69%    | 136.73%    |         | o   |
| Stability                  |  |       |            |            |            |                                     |            |            |         |     |
| Rates concentration        | Rate revenue / adjusted underlying revenue   | 5     | 70.88%     | 71.58%     | 71.63%     | 72.60%                              | 75.08%     | 75.31%     |         | +   |
| Rates effort               | Rate revenue / CIV of rateable properties in the municipality  |       | 0.33%      | 0.33%      | 0.34%      | 0.35%                               | 0.35%      | 0.36%      |         | +   |
| Efficiency                 |  |       |            |            |            |                                     |            |            |         |     |
| Expenditure level          | Total expenditure / no. of property assessments  |       | \$2,895.69 | \$3,080.48 | \$3,213.69 | \$3,150.61                          | \$3,124.19 | \$3,071.05 |         | +   |
| Revenue level              | Residential rate revenue / No. of residential property assessments   |       | \$1,866.52 | \$1,968.78 | \$2,006.34 | \$2,040.45                          | \$2,075.14 | \$2,110.42 |         | +   |
| Workforce turnover         | No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year |       | 14.10%     | 13.43%     | 13.43%     | 13.43%                              | 13.43%     | 22.88%     |         | o   |

**Key to Forecast Trend:**

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

## Notes to indicators

1. **Adjusted underlying** result - An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.  
Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.
2. **Working capital** - The proportion of current liabilities represented by current assets.  
Working capital is forecast to decrease significantly in 2017/2018 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.
3. **Debt compared to rates** - Trend indicates Council's non reliance on debt against its annual rate revenue through redemption of long term debt.
4. **Asset renewal** - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.
5. **Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

## Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements for the 2017/2018 year is shown below and further detail is included in section 4 of this budget.

## Statement of human resources

|                                | FORECAST<br>ACTUAL | BUDGET            | STRATEGIC RESOURCE PLAN<br>PROJECTIONS |                   |                   |
|--------------------------------|--------------------|-------------------|--|-------------------|-------------------|
|                                | 2016/17<br>\$'000  | 2017/18<br>\$'000 | 2018/19<br>\$'000                      | 2019/20<br>\$'000 | 2020/21<br>\$'000 |
| <b>Staff expenditure</b>       |                    |                   |  |                   |                   |
| Employee costs - operating     | 53,911             | <b>56,284</b>     | 57,762                                 | 58,318            | 55,834            |
| Employee costs - capital       | 1,455              | <b>1,499</b>      | 1,544                                  | 1,590             | 1,638             |
| <b>Total staff expenditure</b> | <b>55,366</b>      | <b>57,783</b>     | <b>59,306</b>                          | <b>59,908</b>     | <b>57,472</b>     |
| <b>Staff numbers</b>           | EFT                | EFT               | EFT                                    | EFT               | EFT               |
| Employees                      | 547.50             | <b>554.82</b>     | 554.82                                 | 554.82            | 502.34            |
| <b>Total staff numbers</b>     | <b>547.50</b>      | <b>554.82</b>     | <b>554.82</b>                          | <b>554.82</b>     | <b>502.34</b>     |

## 5. Other budget information

This section presents other budget related information required by the Regulations

This section includes the following statements and reports:

- 5.1 Grants operating
- 5.2 Grants capital
- 5.3 Statement of borrowings

### 5.1 Grants – Operating

|  | FORECAST<br>ACTUAL | BUDGET            | VARIANCE |
|--|--------------------|-------------------|----------|
| GRANTS - OPERATING                         | 2016/17<br>\$'000  | 2017/18<br>\$'000 | \$'000   |
| <b>Recurrent - Commonwealth Government</b> |                    |                   |          |
| Victorian Grants Commission                | 2,251              | 2,251             | -        |
| Maidstone Community Centre                 | 5                  | 5                 | -        |
| Maribyrnong Community Centre               | 5                  | 5                 | -        |
| Immunisation - Clinical Delivery           | 16                 | 16                | -        |
| Food Services                              | 197                | 197               | -        |
| Assistance With Care & Housing For Aged    | 72                 | 72                | -        |
| Aged & Diversity Management & Co-Ord       | 66                 | 66                | -        |
| Community Transport & Support              | -                  | -                 | -        |
| Sen Citz Ctrs / Older Persons Activities   | 18                 | 18                | -        |
| Day Program                                | 125                | 125               | -        |
| Aged Community Transport                   | 43                 | 43                | -        |
| HAAC Planned Activity Group                | 45                 | 45                | -        |
| Commonwealth Respite For Carers            | 105                | 105               | -        |
| Home Care General                          | 1,056              | 1,056             | -        |
| HACC Property Maintenance                  | 81                 | 81                | -        |
| Assessment & Care Management               | 219                | 219               | -        |
| HACC Respite                               | 4                  | 4                 | -        |
| Homecare - Personal Care                   | 453                | 453               | -        |
| HACC Property Modification                 | 54                 | 54                | -        |
|  | <b>4,815</b>       | <b>4,815</b>      | <b>-</b> |
| <b>Recurrent - State Government</b>        |                    |                   |          |
| Environmental Health                       | 6                  | 6                 | -        |
| School Crossings                           | 147                | 147               | -        |
| Community Learning & Libraries             | 546                | 546               | -        |
| Partnerships and Projects                  | 118                | 118               | -        |
| Sector Support and Family Strengthening    | 1                  | -                 | (1)      |
| Supported Playgroup Parenting Initiative   | 88                 | 88                | -        |
| Maternal Clinical                          | 627                | 627               | -        |
| Immunisation - Clinical Delivery           | 55                 | 55                | -        |
| Enhanced Home Visiting Service             | 122                | 122               | -        |
| Youth Program - Freeza                     | 24                 | 24                | -        |
| Safer Community L2P                        | 48                 | 48                | -        |
| Sen Citz Ctrs / Older Persons Activities   | 3                  | 3                 | -        |
| HAAC Planned Activity Group                | -                  | -                 | -        |
| HACC Respite                               | 101                | 101               | -        |

|  | FORECAST<br>ACTUAL | BUDGET            | VARIANCE    |
|--|--------------------|-------------------|-------------|
| GRANTS - OPERATING   | 2016/17<br>\$'000  | 2017/18<br>\$'000 | \$'000      |
| Metro Access   | 126                | 128               | 2           |
| Recreational Services  | 11                 | -                 | (11)        |
| Community Harmony - Brimbank Maribyrnong<br>Interfaith Network | 12                 | 12                | -           |
| <b>Recurrent - State Government HACC</b>                       |                    |                   |             |
| Maidstone Community Centre                                     | 1                  | 1                 | -           |
| Maribyrnong Community Centre                                   | 1                  | 1                 | -           |
| Food Services  | 93                 | 93                | -           |
| Aged & Diversity Management & Co-Ord                           | 15                 | 15                | -           |
| Sen Citz Ctrs / Older Persons Activities                       | 4                  | 4                 | -           |
| Aged Community Transport                                       | 9                  | 9                 | -           |
| HAAC Planned Activity Group                                    | 1                  | 1                 | -           |
| Home Care General  | 150                | 150               | -           |
| HACC Property Maintenance                                      | 16                 | 16                | -           |
| Assessment & Care Management                                   | 90                 | 90                | -           |
| HACC Respite   | 355                | 355               | -           |
| Homecare - Personal Care                                       | 98                 | 98                | -           |
| <b>Recurrent - Other</b>                                       |                    |                   |             |
| Community Learning & Libraries                                 | 12                 | 12                | -           |
| <b>Total recurrent grants</b>                                  | <b>2,880</b>       | <b>2,870</b>      | <b>(10)</b> |
| <b>Total recurrent grants</b>                                  | <b>7,695</b>       | <b>7,685</b>      | <b>(10)</b> |
| <b>Non-recurrent - Commonwealth Government</b>                 |                    |                   |             |
| State Emergency Service  | 16                 | 16                | -           |
|  |                    |                   | -           |
| <b>Non recurrent other</b>                                     |                    |                   |             |
| Management Financial Planning                                  | -                  | 117               | 117         |
|  |                    |                   | -           |
| <b>Total non recurrent grants</b>                              | <b>16</b>          | <b>133</b>        | <b>117</b>  |
| <b>Total operating grants</b>                                  | <b>7,711</b>       | <b>7,818</b>      | <b>107</b>  |

## 5.2 Grants – Capital

|  | FORECAST<br>ACTUAL | BUDGET            | VARIANCE |
|--|--------------------|-------------------|----------|
| GRANTS - CAPITAL                           | 2016/17<br>\$'000  | 2017/18<br>\$'000 | \$'000   |
| <i>Recurrent - Commonwealth Government</i> |                    |                   |          |
| Roads to Recovery                          | 535                | 536               | 1        |
| Roads VGC                                  | 510                | 510               | -        |
| <i>Recurrent - State Government</i>        |                    |                   |          |
| Total recurrent grants                     | 1,045              | 1,046             | 1        |
| <i>Non-recurrent - State Government</i>    |                    |                   |          |
| Playground                                 | 123                | -                 | (123)    |
| Buildings                                  | 9                  | -                 | (9)      |
| Total non-recurrent grants                 | 132                | -                 | (132)    |
| Total capital grants                       | 1,177              | 1,046             | (131)    |

## 5.3 Statement of borrowings

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

|   | 2016/17<br>\$'000 | 2017/18<br>\$'000 |
|---|-------------------|-------------------|
| Total amount borrowed as at 30 June of the prior year | 2,673             | -                 |
| Total amount proposed to be borrowed                  | -                 | -                 |
| Total amount projected to be redeemed                 | (2,673)           | -                 |
| Total amount of borrowings as at 30 June              | -                 | -                 |



## 6. Detailed list of capital works

This section presents a listing of the capital works projects that will be undertaken for the 2017/2018 year.

The capital works projects are grouped by class and include the following:

### 6.1 New works for 2017/2018

## 6.1 Capital Works Program for the year ending 30 June 2018

### New Works

|              |   | PROJECT<br>COST | ASSET EXPENDITURE TYPES |              |             |             | FUNDING SOURCES |             |                       |                                       |              |
|--------------|---|-----------------|-------------------------|--------------|-------------|-------------|-----------------|-------------|-----------------------|---------------------------------------|--------------|
| NO REF.      | CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE<br>2018 | 2017/2018       | NEW                     | RENEWAL      | UPGRADE     | EXPANSION   | GRANTS          | ASSET SALES | OPEN SPACE<br>RESERVE | MAJOR PROJECTS<br>& OTHER<br>RESERVES | COUNCIL CASH |
|              |   | \$<br>(000)     | \$<br>(000)             | \$<br>(000)  | \$<br>(000) | \$<br>(000) | \$<br>(000)     | \$<br>(000) | \$<br>(000)           | \$<br>(000)                           | \$<br>(000)  |
| <b>CAP1</b>  | <b>Property</b>   |                 |                         |              |             |             |                 |             |                       |                                       |              |
| <b>CAP2</b>  | Land  |                 |                         |              |             |             |                 |             |                       |                                       |              |
| <b>CAP3</b>  | Quarry Park Remediation                                   | 850             |                         | 850          |             |             |                 |             |                       |                                       | 850          |
| <b>CAP4</b>  | Contamination Management & Monitory                       | 400             |                         | 400          |             |             |                 |             |                       |                                       | 400          |
| <b>CAP5</b>  | <b>Total land</b>   | <b>1,250</b>    |                         | <b>1,250</b> |             |             |                 |             |                       |                                       | <b>1,250</b> |
| <b>CAP6</b>  | <b>Buildings</b>  |                 |                         |              |             |             |                 |             |                       |                                       |              |
| <b>CAP7</b>  | Strategic site purchase                                   | 5,000           | 5,000                   |              |             |             |                 |             |                       | 5,000                                 | -            |
| <b>CAP8</b>  | BCA & Health Compliance Assessments for Council Buildings | 250             | 100                     | 150          |             |             |                 |             |                       |                                       | 250          |
| <b>CAP9</b>  | Building Bi-lock  | 15              | 15                      |              |             |             |                 |             |                       |                                       | 15           |
| <b>CAP10</b> | Buildings Anchor Points Program                           | 30              | 30                      |              |             |             |                 |             |                       |                                       | 30           |
| <b>CAP11</b> | Footscray Hockey Club - Concept Design                    | 100             |                         |              | 100         |             |                 |             |                       | 100                                   | -            |
| <b>CAP12</b> | Mac Plant & Equipment Renewal Program                     | 200             |                         | 200          |             |             |                 |             |                       |                                       | 200          |
| <b>CAP13</b> | Pennell Reserve   | 200             | 200                     |              |             |             |                 |             |                       | 200                                   | -            |
| <b>CAP14</b> | Kinder Smith Pavilion                                     | 70              |                         | 70           |             |             |                 |             |                       |                                       | 70           |
| <b>CAP15</b> | Building Renewal Program                                  | 2,500           |                         | 2,500        |             |             |                 |             |                       |                                       | 2,500        |

|              |  |               |              |              |              |  |  |  |               |              |
|--------------|--|---------------|--------------|--------------|--------------|--|--|--|---------------|--------------|
|              | a. Fire Safety Compliance for Phoenix Youth Club - \$200K<br>b. Roof Cladding Renewal - \$1,650K<br>c. Rain Water Goods Renewal - \$13K<br>d. Exterior Paint Renewal - \$150K<br>e. Floor coverings Renewal - \$480K<br>f. Electrical Renewal - \$7K |               |              |              |              |  |  |  |               |              |
| <b>CAP16</b> | Demolition - General - D J Evans Hall  | 100           | 100          |              |              |  |  |  |               | 100          |
| <b>CAP17</b> | Public Toilet Strategy Implementation - Footscray Park   | 400           | 400          |              |              |  |  |  |               | 400          |
| <b>CAP18</b> | Asbestos Management  | 100           |              | 100          |              |  |  |  |               | 100          |
| <b>CAP19</b> | DDA Access to Council Buildings  | 100           |              | 100          |              |  |  |  |               | 100          |
| <b>CAP20</b> | Henry Turner South Pavilion Detail Design  | 230           |              |              | 230          |  |  |  |               | 230          |
| <b>CAP21</b> | Hansen Reserve Pavilion Feasibility Planning   | 120           |              | 120          |              |  |  |  | 3             | 117          |
| <b>CAP22</b> | Kingsville Tennis Club Pavilion Construction   | 800           |              |              | 800          |  |  |  | 800           | -            |
| <b>CAP23</b> | Scovell Reserve Pavilion - Rationalisation of 3 Buildings - Detailed Design  | 250           |              |              | 250          |  |  |  | 250           | -            |
| <b>CAP24</b> | MAC Half Life Investigation  | 500           |              | 500          |              |  |  |  |               | 500          |
| <b>CAP25</b> | RecWest (Essex Street) - Detailed Design   | 800           |              | 800          |              |  |  |  |               | 800          |
| <b>CAP26</b> | Church Street Early Years facility   | 1,500         |              |              | 1,500        |  |  |  | 1,500         | -            |
| <b>CAP27</b> | Town Hall Precinct   | 2,400         |              |              | 2,400        |  |  |  | 2,400         | -            |
| <b>CAP28</b> | Townhall Facade/Portico Renewal  | 300           |              | 300          |              |  |  |  | 200           | 100          |
| <b>CAP29</b> | <b>Total buildings</b>   | <b>15,965</b> | <b>5,845</b> | <b>4,840</b> | <b>5,280</b> |  |  |  | <b>10,453</b> | <b>5,512</b> |
| <b>CAP30</b> | <b>Plant and equipment</b>   |               |              |              |              |  |  |  |               |              |
| <b>CAP31</b> | Computers and telecommunications   |               |              |              |              |  |  |  |               | -            |
| <b>CAP32</b> | IT renewals  | 1,360         | 315          | 1,045        |              |  |  |  |               | 1,360        |
| <b>CAP33</b> | <b>Total - computers and telecommunications</b>  | <b>1,360</b>  | <b>315</b>   | <b>1,045</b> |              |  |  |  |               | <b>1,360</b> |
| <b>CAP34</b> | <b>Library books</b>   |               |              |              |              |  |  |  |               |              |
| <b>CAP35</b> | Library Collections  | 850           |              | 850          |              |  |  |  |               | 850          |

|              |   |              |            |              |           |  |  |            |       |            |              |
|--------------|---|--------------|------------|--------------|-----------|--|--|------------|-------|------------|--------------|
| <b>CAP36</b> | <b>Total - library books</b>  | <b>850</b>   |            | <b>850</b>   |           |  |  |            |       |            | <b>850</b>   |
| <b>CAP37</b> | <b>Plant, machinery and equipment</b>   |              |            |              |           |  |  |            |       |            |              |
| <b>CAP38</b> | Fleet Renewal Program<br>a. Heavy Fleet Renewal Program<br>b. Light Fleet Renewal Program                         | 1,100        |            | 1,100        |           |  |  | 200        |       | 300        | 600          |
| <b>CAP39</b> | Ticket Machine  | 180          |            | 180          |           |  |  |            |       |            | 180          |
| <b>CAP40</b> | Parking Sensors   | 425          | 425        |              |           |  |  |            |       |            | 425          |
| <b>CAP41</b> | <b>Total - plant, machinery and equipment</b>   | <b>1,705</b> | <b>425</b> | <b>1,280</b> |           |  |  | <b>200</b> |       | <b>300</b> | <b>1,205</b> |
| <b>CAP42</b> | <b>Total - plant and equipment</b>  | <b>3,915</b> | <b>740</b> | <b>3,175</b> |           |  |  | <b>200</b> |       | <b>300</b> | <b>3,415</b> |
| <b>CAP43</b> | <b>Infrastructure</b>   |              |            |              |           |  |  |            |       |            |              |
| <b>CAP44</b> | <b>Bridges</b>  |              |            |              |           |  |  |            |       |            |              |
| <b>CAP45</b> | Bridge renewal program<br>a. Afton Street Bridge<br>b. Lyon and Cowper Street<br>c. Benbow Street                 | 180          |            | 180          |           |  |  |            |       |            | 180          |
| <b>CAP46</b> | <b>Total bridges</b>  | <b>180</b>   |            | <b>180</b>   |           |  |  |            |       |            | <b>180</b>   |
| <b>CAP47</b> | <b>Drainage</b>   |              |            |              |           |  |  |            |       |            |              |
| <b>CAP48</b> | Civil Infrastructure Advanced Design (DRAINAGE)   | 80           |            |              | 80        |  |  |            |       |            | 80           |
| <b>CAP49</b> | Drainage Improvement Program<br>a. Pennel Reserve Drainage Upgrade<br>b. Montgomery Street Easement Drain Upgrade | 400          | 200        | 200          |           |  |  |            |       |            | 400          |
| <b>CAP50</b> | <b>Total drainage</b>   | <b>480</b>   | <b>200</b> | <b>200</b>   | <b>80</b> |  |  |            |       |            | <b>480</b>   |
| <b>CAP51</b> | <b>Footpath and cycleways</b>   |              |            |              |           |  |  |            |       |            |              |
| <b>CAP52</b> | Bicycle network upgrade<br>a. River Trail<br>b. Medway Link   | 1,050        | 1,050      |              |           |  |  |            | 1,050 |            | -            |

|              |  |              |              |              |  |  |  |  |              |     |              |
|--------------|--|--------------|--------------|--------------|--|--|--|--|--------------|-----|--------------|
|              | c. Braybrook Section   |              |              |              |  |  |  |  |              |     |              |
| <b>CAP53</b> | Bicycle Plan Implementation Project  |              |              |              |  |  |  |  |              |     |              |
|              | a. Van Ness Avenue Kerb Redesign   | 370          |              | 370          |  |  |  |  |              |     | 370          |
|              | b. Hillside Crescent Shared Path widening  |              |              |              |  |  |  |  |              |     |              |
| <b>CAP54</b> | Footpath Improvement Program - Concrete and Asphalt Footpath Renewals                  | 1,500        |              | 1,500        |  |  |  |  |              |     | 1,500        |
| <b>CAP55</b> | <b>Total - footpath and cycleways</b>  | <b>2,920</b> | <b>1,050</b> | <b>1,870</b> |  |  |  |  | <b>1,050</b> |     | <b>1,870</b> |
| <b>CAP56</b> | <b>Offstreet carparks</b>  |              |              |              |  |  |  |  |              |     |              |
| <b>CAP57</b> | Carpark Improvement Program  |              |              |              |  |  |  |  |              |     |              |
|              | a. Hamner Reserve Carpark  | 400          |              | 400          |  |  |  |  |              |     | 400          |
|              | b. Pennel Reserve Carpark  |              |              |              |  |  |  |  |              |     |              |
| <b>CAP58</b> | <b>Total - offstreet carparks</b>  | <b>400</b>   |              | <b>400</b>   |  |  |  |  |              |     | <b>400</b>   |
| <b>CAP59</b> | <b>Parks, open space and streetscapes</b>  |              |              |              |  |  |  |  |              |     | -            |
| <b>CAP60</b> | 1 New Park in Joseph Rd - Detailed Design  | 125          | 125          |              |  |  |  |  | 125          |     |              |
| <b>CAP61</b> | Tree Planting Program - 250 Tree Renewal and 1425 New Trees                            | 700          | 247          | 453          |  |  |  |  |              | 200 | 500          |
| <b>CAP62</b> | Mclvor Reserve Floodlighting Upgrade   | 420          | 294          | 126          |  |  |  |  |              |     | 420          |
| <b>CAP63</b> | Open Space Furniture and Monuments Renewal   | 80           |              | 80           |  |  |  |  |              |     | 80           |
| <b>CAP64</b> | Parks Fencing & retaining walls Renewals   | 80           |              | 80           |  |  |  |  |              |     | 80           |
| <b>CAP65</b> | Playing Courts Renewal   | 28           |              | 28           |  |  |  |  |              |     | 28           |
| <b>CAP66</b> | Playing Fields - Nets, Players Benches ,Curator Shed and Wickets                       |              |              |              |  |  |  |  |              |     |              |
|              | a. Sports Ground netting behind AFL goal posts at Hansen Reserve & Kindersmith Reserve |              |              |              |  |  |  |  |              |     |              |
|              | b. Player Benches at Yarraville Oval, Dobson Reserve and Mclvor Reserve                |              |              |              |  |  |  |  |              |     |              |
|              | c. Curator Sheds at Skinner Reserve and Angliss Reserve                                |              |              |              |  |  |  |  |              |     |              |
| <b>CAP67</b> | Gateway & Parks Signage and Wayfinding Renewal   | 120          | 120          |              |  |  |  |  |              |     | 120          |
| <b>CAP68</b> | Playground Renewal Program - Audits  | 10           |              | 10           |  |  |  |  |              |     | 10           |
| <b>CAP69</b> | Bristow Street Reserve, Minor Upgrade - Lighting Upgrade to Paths                      | 80           |              | 80           |  |  |  |  |              |     | 80           |
| <b>CAP70</b> | Ulmara Reserve - Playground Design   | 15           |              | 15           |  |  |  |  |              |     | 15           |

|       |  |       |       |       |     |     |       |  |       |       |       |
|-------|--|-------|-------|-------|-----|-----|-------|--|-------|-------|-------|
| CAP71 | Ash Reserve Playground Design  | 150   |       | 150   |     |     |       |  |       | 150   |       |
| CAP72 | Maribyrnong River Edge Master Plan - Detailed Design Preparation                       | 830   | 600   |       | 230 |     |       |  | 830   | -     |       |
| CAP73 | Scovell Reserve, Maidstone - Masterplan Implementation                                 | 110   | 55    | 55    |     |     |       |  |       | 110   |       |
| CAP74 | CAP1183 - Kindersmith Reserve - Masterplan Implementation                              | 50    | 10    |       | 40  |     |       |  |       | 50    |       |
| CAP75 | Johnson Street Reserve West Footscray  | 50    | 10    |       | 40  |     |       |  |       | 50    |       |
| CAP76 | Quarry Park, New Park - Landscape Upgrade  | 300   | 300   |       |     |     |       |  |       | 300   |       |
| CAP77 | Coulson Gardens  | 50    | 50    |       |     |     |       |  |       | 50    |       |
| CAP78 | Hopkins Street Bridge Construction of Climbing Wall & Plaza                            | 800   | 800   |       |     |     |       |  |       | 800   |       |
| CAP79 | Trugo Club - Pending Public Consultation Building                                      | 145   | 38    | 70    | 37  |     |       |  |       | 145   |       |
| CAP80 | Martin Reserve Detail Design   | 10    | 10    |       |     |     |       |  |       | 10    |       |
| CAP81 | Hansen Reserve Detail Design   | 53    |       | 53    |     |     |       |  | 53    | -     |       |
| CAP82 | Footscray Park Masterplan Implementation   | 1,100 | 1,100 |       |     |     |       |  |       | 1,100 |       |
| CAP83 | Skinner Reserve - Airplane Playground  | 65    |       | 65    |     |     |       |  |       | 65    |       |
| CAP84 | Public Art Program   | 100   |       | 100   |     |     |       |  |       | 100   |       |
| CAP85 | Total - parks, open space and streetscapes   | 5,671 | 3,759 | 1,565 | 347 |     |       |  | 1,008 | 200   | 4,463 |
| CAP86 | Roads  |       |       |       |     |     |       |  |       |       |       |
| CAP87 | Traffic Management Works Program   | 400   | 400   |       |     |     |       |  |       |       | 400   |
| CAP88 | Hampstead Road and Crefden Street Traffic Signals Design, Construction and Maintenance | 1,200 | 960   |       | 120 | 120 |       |  |       |       | 1,200 |
| CAP89 | Civil Infrastructure Advanced Design (ROADS)   | 500   | 500   |       |     |     |       |  |       |       | 500   |
| CAP90 | Civil Infrastructure Advanced Design (Laneways and Carparks)                           | 100   | 100   |       |     |     |       |  |       |       | 100   |
| CAP91 | Traffic Signal Including renewal to LED  | 130   |       |       | 130 |     |       |  |       |       | 130   |
| CAP92 | 2 Joseph Road Public Real Works - Detailed Design                                      | 1,000 | 300   |       | 700 |     |       |  |       | 1,000 | -     |
| CAP93 | Road Improvement Program (\$8,250k)  | 8,250 | 439   | 7,811 |     |     | 1,046 |  |       |       | 7,204 |
| CAP94 | WINGFIELD STREET - Cowper Street to Whitehall Street - Footscray                       |       |       |       |     |     |       |  |       |       |       |
| CAP95 | LYELL STREET - Whitehall Street to 100m into Lyell St - Yarraville                     |       |       |       |     |     |       |  |       |       |       |
| CAP96 | FRASER ST & GLOBE ST - Francis Street to Hyde Street - Yarraville                      |       |       |       |     |     |       |  |       |       |       |

|               |  |               |              |              |            |            |              |  |  |              |              |
|---------------|--|---------------|--------------|--------------|------------|------------|--------------|--|--|--------------|--------------|
| <b>CAP97</b>  | ALBERTA STREET - Rupert Street to End - West Footscray                     |               |              |              |            |            |              |  |  |              |              |
| <b>CAP98</b>  | RUPERT STREET - Neil Street to Alberta Street - West Footscray             |               |              |              |            |            |              |  |  |              |              |
| <b>CAP99</b>  | WILLIAM STREET - Charles Street to Pilgrim Street - Seddon                 |               |              |              |            |            |              |  |  |              |              |
| <b>CAP100</b> | DICKENS STREET - Williamstown Road to Powell Street - Yarraville           |               |              |              |            |            |              |  |  |              |              |
| <b>CAP101</b> | TIERNAN STREET - Droop Street to Ballarat Road - Footscray                 |               |              |              |            |            |              |  |  |              |              |
| <b>CAP102</b> | VAN NESS AVENUE - Van Ness Avenue to Hillside Crescent - Maribyrnong       |               |              |              |            |            |              |  |  |              |              |
| <b>CAP103</b> | HIGH STREET - Williamstown Road to 100m North Side - Yarraville            |               |              |              |            |            |              |  |  |              |              |
| <b>CAP104</b> | RAGLAN COURT - Raglan Street to End - Maidstone                            |               |              |              |            |            |              |  |  |              |              |
| <b>CAP105</b> | PILGRIM STREET - John Street to Edward Street - Seddon                     |               |              |              |            |            |              |  |  |              |              |
| <b>CAP106</b> | BILSTON STREET - Walter Street to Buckley Street - Seddon                  |               |              |              |            |            |              |  |  |              |              |
| <b>CAP107</b> | DEAKIN STREET - Somerville Road to End - Yarraville                        |               |              |              |            |            |              |  |  |              |              |
| <b>CAP108</b> | RAGLAN STREET - Spurling Street to Mitchell Street - Maidstone             |               |              |              |            |            |              |  |  |              |              |
| <b>CAP109</b> | JERROLD STREET - Gordon Street to Commercial Road - Footscray              |               |              |              |            |            |              |  |  |              |              |
| <b>CAP110</b> | GEELONG ROAD SERVICE ROAD - Tottenham Parade to Mitford Parade - Tottenham |               |              |              |            |            |              |  |  |              |              |
| <b>CAP111</b> | IRVING STREET - Albert Street to Nicholson Street - Footscray              |               |              |              |            |            |              |  |  |              |              |
| <b>CAP112</b> | GEELONG ROAD SERVICE ROAD - No 340 to Robbs Road - West Footscray          |               |              |              |            |            |              |  |  |              |              |
| <b>CAP113</b> | COWARD STREET - Nicholson Street to End - Footscray                        |               |              |              |            |            |              |  |  |              |              |
| <b>CAP114</b> | PRENTICE STREET - Deakin Street to End - Yarraville                        |               |              |              |            |            |              |  |  |              |              |
| <b>CAP115</b> | STEPHEN STREET - Yarraville  |               |              |              |            |            |              |  |  |              |              |
| <b>CAP116</b> | LOCAL ROADS RESHEET PROGRAM  |               |              |              |            |            |              |  |  |              |              |
| <b>CAP117</b> | Laneway Improvement Program - Coward Street Stage 2                        | 200           |              | 200          |            |            |              |  |  |              | 200          |
| <b>CAP118</b> | Green Streetlights - LED Program - Waterford Green Estate                  | 100           |              | 100          |            |            |              |  |  |              | 100          |
| <b>CAP119</b> | <b>Total - roads</b>   | <b>11,880</b> | <b>2,699</b> | <b>8,111</b> | <b>950</b> | <b>120</b> | <b>1,046</b> |  |  | <b>1,000</b> | <b>9,834</b> |
| <b>CAP120</b> | <b>Waste management</b>  |               |              |              |            |            |              |  |  |              |              |
| <b>CAP121</b> | New And Replacement Waste Bins   | 250           |              | 250          |            |            |              |  |  |              | 250          |
| <b>CAP122</b> | Public Place Recycling bins and surrounds                                  | 100           | 100          |              |            |            |              |  |  |              | 100          |

|               |  |               |               |               |              |            |              |            |              |               |               |
|---------------|--|---------------|---------------|---------------|--------------|------------|--------------|------------|--------------|---------------|---------------|
| <b>CAP123</b> | <b>Public Place Recycling bins and surrounds</b>   | <b>350</b>    | <b>100</b>    | <b>250</b>    |              |            |              |            |              |               | <b>350</b>    |
| <b>CAP124</b> | <b>Other infrastructure</b>  |               |               |               |              |            |              |            |              |               |               |
| <b>CAP125</b> | Anzac Centenary Project, Geelong Rd - Implementation   | 120           |               | 120           |              |            |              |            |              |               | 120           |
| <b>CAP126</b> | River side wharf/pontoon   | 250           | 250           |               |              |            |              |            |              |               | 250           |
| <b>CAP127</b> | Activity Centre Renewal<br>a. FCCA - Irving Street, Streetscape and bus interchange<br>b. Paisley Street Scape - (Albert - Nicholson)<br>c. Paisley Street Scape (Nicholson - Leed Street)<br>d. WFNAC -Urban Space at Barkly Street - Clarke Street | 308           | 308           |               |              |            |              |            |              |               | 308           |
| <b>CAP128</b> | <b>Total - other infrastructure</b>  | <b>678</b>    | <b>558</b>    | <b>120</b>    |              |            |              |            |              |               | <b>678</b>    |
| <b>CAP129</b> | <b>Total - infrastructure</b>  | <b>22,559</b> | <b>8,366</b>  | <b>12,696</b> | <b>1,377</b> | <b>120</b> | <b>1,046</b> |            | <b>2,058</b> | <b>1,200</b>  | <b>18,255</b> |
| <b>CAP130</b> | <b>Total - capital works and asset improvement 2017/2018</b>   | <b>43,689</b> | <b>14,951</b> | <b>21,961</b> | <b>6,657</b> | <b>120</b> | <b>1,046</b> | <b>200</b> | <b>2,058</b> | <b>11,953</b> | <b>28,432</b> |



## 7. Rates and charges

This presents information about rates and charges which the Act and the regulation require to be disclosed in the Council's Annual Budget.

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 71% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2017/2018 the FGRS cap has been set at 2%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2% in line with the rate cap. This will raise total rates and charges for 2017/2018 of \$94.77 million, including \$1.6 million generated from supplementary rates.

7.1 The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year.

| TYPE OR CLASS OF LAND                            | 2016/2017<br>CENTS/\$NAV | 2017/2018<br>CENTS/\$NAV | CHANGE<br>%  |
|--|--------------------------|--------------------------|--------------|
| General rate for rateable residential properties | 6.453134                 | <b>6.582197</b>          | <b>2.00%</b> |
| General rate for rateable commercial properties  | 6.453134                 | <b>6.582197</b>          | <b>2.00%</b> |
| General rate for rateable industrial properties  | 6.453134                 | <b>6.582197</b>          | <b>2.00%</b> |

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

| TYPE OR CLASS OF LAND                      | 2016/2017<br>\$ | 2017/2018<br>\$ | CHANGE<br>% |
|--|-----------------|-----------------|-------------|
| Residential                                | 68,830,586      | 72,204,285      | 4.9%        |
| Commercial                                 | 14,087,608      | 14,620,080      | 3.8%        |
| Industrial                                 | 7,739,370       | 7,947,539       | 2.7%        |
| Total amount to be raised by general rates | 90,657,564      | 94,771,904      | 4.5%        |

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

| TYPE OR CLASS OF LAND       | 2016/2017<br>\$ | 2017/2018<br>\$ | CHANGE<br>% |
|-----------------------------|-----------------|-----------------|-------------|
| Residential                 | 34,961          | 35,988          | 2.9%        |
| Commercial                  | 2,439           | 2,453           | 0.6%        |
| Industrial                  | 1,131           | 1,154           | 2.0%        |
| Total number of assessments | 38,531          | 39,595          | 2.8%        |

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

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

| TYPE OR CLASS OF LAND | 2016/2017<br>CIV \$ | 2017/2018<br>CIV\$ | CHANGE<br>% |
|-----------------------|---------------------|--------------------|-------------|
| Residential           | 21,315,167,000      | 21,922,439,000     | 2.85%       |
| Commercial            | 3,547,791,000       | 3,634,888,000      | 2.45%       |
| Industrial            | 1,600,020,752       | 1,622,623,752      | 1.41%       |
| Total value of land   | 26,462,978,752      | 27,179,950,752     | 2.71%       |

| TYPE OR CLASS OF LAND | 2016/2017<br>NAV \$ | 2017/2018<br>NAV\$ | CHANGE<br>% |
|-----------------------|---------------------|--------------------|-------------|
| Residential           | 1,066,622,595       | 1,096,963,300      | 2.84%       |
| Commercial            | 218,306,450         | 222,115,500        | 1.74%       |
| Industrial            | 119,931,952         | 120,742,952        | 0.68%       |
| Total value of land   | 1,404,860,997       | 1,439,821,752      | 2.49%       |

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

| TYPE OF CHARGE | PER RATEABLE<br>PROPERTY<br>2016/2017<br>\$ | PER RATEABLE<br>PROPERTY<br>2017/2018<br>\$ | PERCENTAGE<br>CHANGE |
|----------------|---|---|----------------------|
| Municipal      | NIL   | NIL   | 0.00%                |

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

| TYPE OF CHARGE | 2016/2017<br>\$ | 2017/2018<br>\$ | PERCENTAGE<br>CHANGE |
|----------------|-----------------|-----------------|----------------------|
| Municipal      | NIL             | NIL             | 0.00%                |

7.8 The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Act compared with the previous financial year

| TYPE OF CHARGE | PER RATEABLE<br>PROPERTY<br>2016/2017<br>\$ | PER RATEABLE<br>PROPERTY<br>2017/2018<br>\$ | PERCENTAGE<br>CHANGE |
|----------------|---|---|----------------------|
| Service        | NIL   | NIL   | 0.00%                |

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

| TYPE OF CHARGE | 2016/2017<br>\$ | 2017/2018<br>\$ | PERCENTAGE<br>CHANGE |
|----------------|-----------------|-----------------|----------------------|
| Service        | NIL             | NIL             | 0.00%                |

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

| TYPE OF CHARGE    | 2016/2017<br>\$ | 2017/2018<br>\$ | CHANGE<br>% |
|-------------------|-----------------|-----------------|-------------|
| Rates and charges | 90,657,564      | 94,771,904      | 4.5%        |

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

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

- the making of supplementary valuations
- the variation of returned levels of value (e.g. valuation appeals)
- changes in use of land such that ratable land becomes non-ratable land and vice versa
- changes in use of land such that residential land becomes business land and vice versa

#### **Differential rates**

We have no differential rates.

# Budget analysis

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

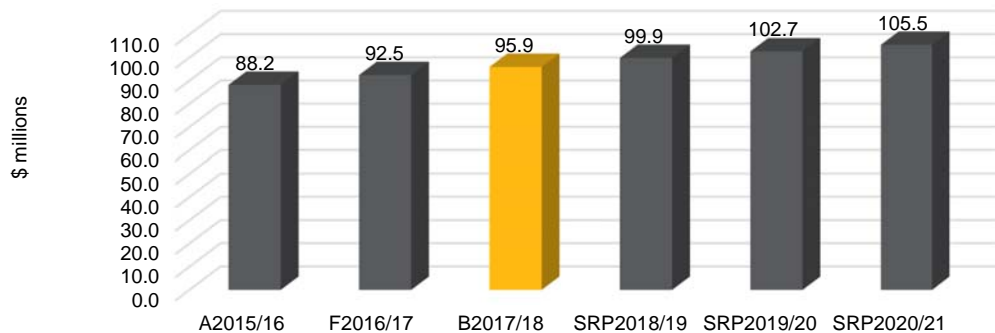
This section includes the following analysis and information:

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position

## 8. Summary of financial position

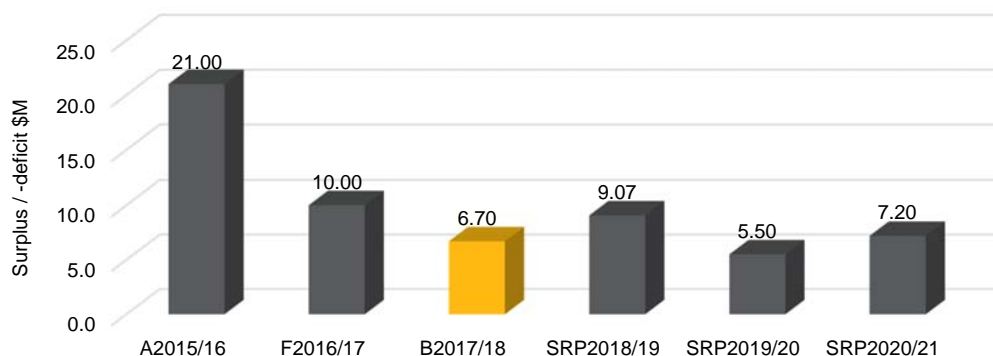
Council has prepared a Budget for the 2017/2018 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, cash and investments, capital works and council expenditure allocation.

### 8.1 Rates



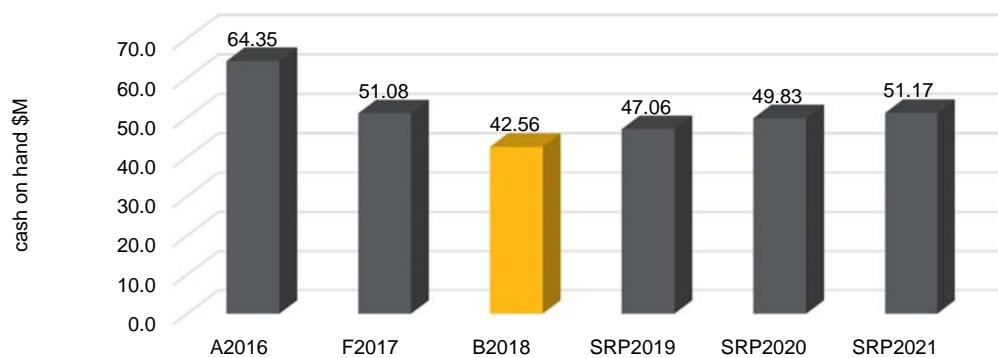
The general rates increase by 2% for the 2017/2018 year, raising total rates of \$95.9 million, including \$1.0 million generated from supplementary rates. This rate increase is in line with the rate cap set by the Minister for Local Government.

### 8.2 Operating result



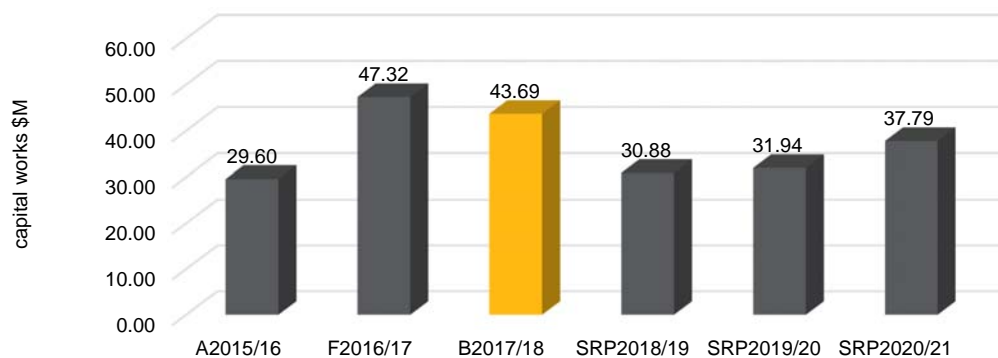
The expected operating result for the 2017/2018 year is a surplus of \$6.7 million, which is a decrease of \$3.3 million over the forecast 2016/2017 result. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions, is a decrease of \$.489 million, over 2016/2017 – refer to section 10 of this summary for further information.

### 8.3 Cash & investments



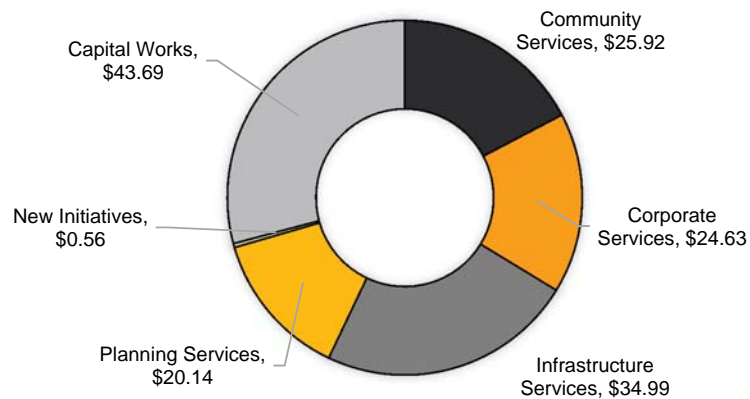
Cash and investments are expected to decrease by \$8.52 million during the year to \$42.56 million as at 30 June 2018. The reduction in cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$51.08 million as at 30 June 2017).

### 8.4 Capital works



The Capital and Improvement Program for the 2017/2018 year is expected to be \$43.69 million new works (section 6.1). Funding for this program is shown (section 12). The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

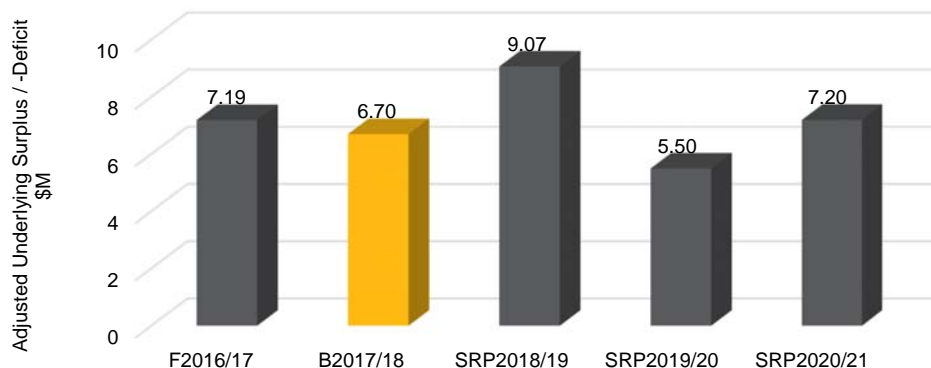
## 8.5 Council expenditure allocations (\$million)



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area.

This budget has been developed through a rigorous process of consultation and review and management endorses it as financially responsible. More detailed budget information is available throughout this document.

## 8.6 Financial sustainability



A high level Strategic Resource Plan for the years 2017/2018 to 2020/2021 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows an increasing surplus over the four year period.

## 9. Budget influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

Maribyrnong City Council is located in the west of Melbourne and covers an area of 31.2 square kilometres. It comprises of the former City of Footscray and parts of the City of Sunshine Councils, which were amalgamated in 1994.

### 9.1 Snapshot of City of Maribyrnong

#### Population

In June 2015, the estimated residential population of the City of Maribyrnong was 83,515 people. The forecast population for 2017 is 89,517. In the 10 years from 2007 to 2017, the population increased by approximately 25,851 which is a 32% increase.

The City of Maribyrnong population is forecast to increase to 156,291 by 2041, which is a 75% increase on the 2017 forecast figure. The biggest increase in population will be in the suburb of Footscray which is forecast to increase by 152% to 45,558 in 2041.

(Source: ID Community Profile and ID Forecast based on ABS Census 2011 data).

#### Population - Age breakdown

The biggest age group in the City of Maribyrnong in 2017 is forecast to be the 35-49 age group which accounts for 24% of the population with 21,127. The second largest age group is the 25-34 age group which in 2017, is forecast to represent 23% of the population with 20,100.

(Source: ID Forecast based on ABS Census 2011 data).

The 35-49 age group is forecast to increase by 70% to 35,892 by 2041. The 25-34 age group is forecast to increase by 70% increase by 2041 to 35,892.

(Source: ID Community Profile and ID Forecast based on ABS Census 2011 data).

#### Births

At the 2006 Census the annual birth-rate was 972. At the 2011 Census it was 1,158. In 2017, the forecast annual birth rate is 1,594. In 2041, it is forecast to be 2,654.

(Source: ID Community Profile based on ABS Census 2011 data and ID Forecast data 2017).

#### Cultural diversity

The City is a highly culturally and linguistically diverse municipality. 43% of the population were born overseas. The main countries of birth of residents, apart from Australia include Vietnam, China, India, the United Kingdom and New Zealand.

34% of the population are from non English speaking backgrounds. 43% of the population speak a language other than English at home. (Source ID Community Profile based on Census 2011 data).



## Households

In 2017, there is forecast to be 34,741 households in the City of Maribyrnong. The largest type of household is couples with dependents with 9,397 followed by lone person households with 9,330.

By 2041, lone person households will be the largest group with a 90% forecast increase to 17,750. Couples with dependents will be the next biggest group with a 84% forecast increase by 2041 to 16,029. Overall, the number of households will increase by 80% to 62,508 households by 2041 (ID Forecast data 2017).

## Income

The median household income for the City of Maribyrnong is \$1,257. This compares to \$1,333 for the Greater Melbourne. The median income was the lowest in Braybrook with \$836 per week.

19% of the City of Maribyrnong population were on low incomes of less than \$600 per week. This compares to 16.9% for Greater Melbourne. 17.4% of the population were on high incomes of over \$2,400 per week. This compares to 18.7% for Greater Melbourne (ID Social Atlas based on Census 2011 data).

## Housing

23% of City of Maribyrnong residents owned their home and 30.1% had a mortgage. 30.6% of residents were renting privately and 6.2% lived in social housing. The number of homes is increasing (ID Community Profile based on Census 2011 data). 60.4% of dwelling were separate houses. 30.7% were classified as medium density including townhouses, semi detached and small apartment blocks. 8.2% were classified as high density (ID Community Profile based on Census 2011 data).

Since 2001-02, there have been 8,788 residential building approvals in the municipality with an average of 732 approvals per year (ID Community Profile based on Census 2011 data).

In 2017, there is forecast to be there were forecast to be 36,843 dwellings in the City of Maribyrnong. By 2041, there is forecast to be a 81% increase to 66,713 dwellings in the municipality (ID Forecast 2017).

The median household rental cost for the City of Maribyrnong is \$280 per week compared to \$300 for Greater Melbourne. The median monthly mortgage repayment is \$2,000 compared to \$1,810 for Greater Melbourne. (ID Community Profile based on Census 2011 data).

## Education

59.6% of City of Maribyrnong residents have completed Year 12 compared to 54.6% for Greater Melbourne. 28.2% of residents have a Bachelors degree university qualification compared to 23.6% for Greater Melbourne.

19.5% of residents have a diploma or vocational education qualification such as TAFE, compared to 23.8% for Greater Melbourne. 39.9% of residents had no qualifications compared to 42.2% for Greater Melbourne (ID Community Profile based on Census 2011 data).

## Occupations

27.4% of City of Maribyrnong residents are professionals, 14.5% are clerical or administrative workers, 11.9% are managers, 10.9% are trades or technical workers and 9.3% are community and personal service workers.

Other occupations include labourers with 9%, sales workers with 8.4% and machinery operators and drivers with 6% (ID Community Profile based on Census 2011 data). Industries in which residents are employed

Industries in which City of Maribyrnong residents are employed include healthcare and social assistance with 10.1%, manufacturing with 9.5%, professional scientific and technical services with 9%, retail trade with 9.3% and education and training with 8.2% (ID Community Profile based on Census 2011 data).

## Social and economic disadvantage

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

High scores on the Index of Relative Social and Economic Disadvantage occur when the area has families on higher incomes and people with higher level qualifications. Low scores on the index occur when the area has many low income families and people with little training and in unskilled occupations. The City of Maribyrnong is the fourth most disadvantaged municipality in metropolitan Melbourne with a SEIFA ranking 974. The most disadvantaged municipalities include Greater Dandenong, Brimbank and Hume. The suburb of Braybrook is the fourth most disadvantaged suburb in metropolitan Melbourne with a SEIFA ranking of 801.1 (ID Community Profile based on Census 2011 data).

## 9.2 External influences

- Consumer Price Index (CPI) increases on goods and services of 1.4% through the year to September Quarter 2016 (ABS release 25 October 2016). State-wide CPI is forecast to be 2% for the 2017/2018 year (Victorian Budget Papers 2017/2018).
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.
- Reduction of \$0.1 million in Victorian Grants Commission funding compared to the prior year.
- Cost shifting where Local Government provides a service to the Community on behalf to the State and Federal Government. Over time the funds received by Local Government do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing suppressions, Library services and Home and community Care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the Community.

### 9.3 Internal influences

As well as external influences, there are also a number of internal influences that are expected to have a significant impact on the preparation of the 2017/2018 Budget. These matters have arisen from events occurring in the 2016/2017 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017/2018 year.

These matters are set out below:

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

### 9.4 Budget principles

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

The principles included:

- pensioner rebate scheme increased to \$185.35.
- festivals & events i.e. ongoing fireworks event.
- existing fees and charges to be increased in line with CPI or market levels.
- grants to be based on confirmed funding levels.
- new revenue sources to be identified where possible.
- service levels to be maintained at 2016/2017 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- real savings in expenditure and increases in revenue identified in 2016/2017 to be preserved
- operating revenues and expenses arising from completed 2016/2017 capital projects to be included.
- no new borrowings.

### 9.5 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2017/2018 to 2020/2021 (section 14), Rating Information (section 15) and Other Long Term Strategies (section 16) including borrowings, infrastructure and service delivery.

## 10. Analysis of operating budget

The Budgeted Income Statement budgets an operating surplus of \$6.700 million for the year ending 30<sup>th</sup> June 2018. This section analyses the operating budget including expected Income and Expenses of the Council for the 2017/2018 year.

### 10.1 Budgeted income statement

|  | FORECAST<br>ACTUAL  | BUDGET              | VARIANCE     |
|--|---------------------|---------------------|--------------|
|  | 2016/2017<br>\$'000 | 2017/2018<br>\$'000 | \$'000       |
| Total income                                 | 131,968             | <b>133,946</b>      | 1,978        |
| Total expenses                               | (121,971)           | <b>(127,246)</b>    | (5,275)      |
| <b>Surplus (deficit) for the year</b>        | <b>9,997</b>        | <b>6,700</b>        | (3,297)      |
| Grants – capital non-recurrent               | (132)               | <b>0</b>            | 132          |
| Contributions - non-monetary assets          | 0                   | <b>0</b>            | 0            |
| Capital contributions - other sources        | (2,676)             | <b>0</b>            | 2,676        |
| <b>Adjusted underlying surplus (deficit)</b> | <b>7,189</b>        | <b>6,700</b>        | <b>(489)</b> |

Adjusted underlying surplus (\$0.489 million decrease)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2017/2018 year is a surplus of \$6.700 million which is a decrease of \$0.489 million from the 2016/2017 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources.

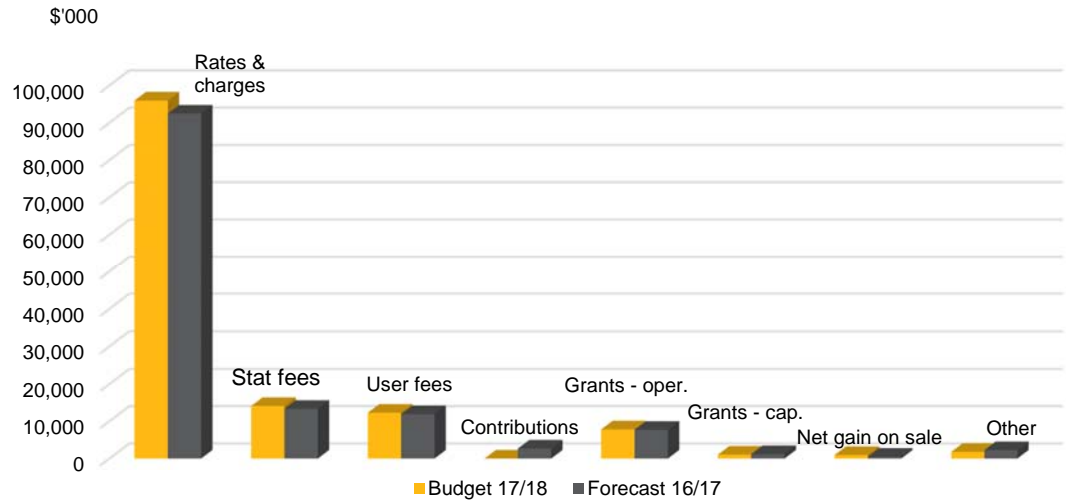
Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

### 10.2 Income

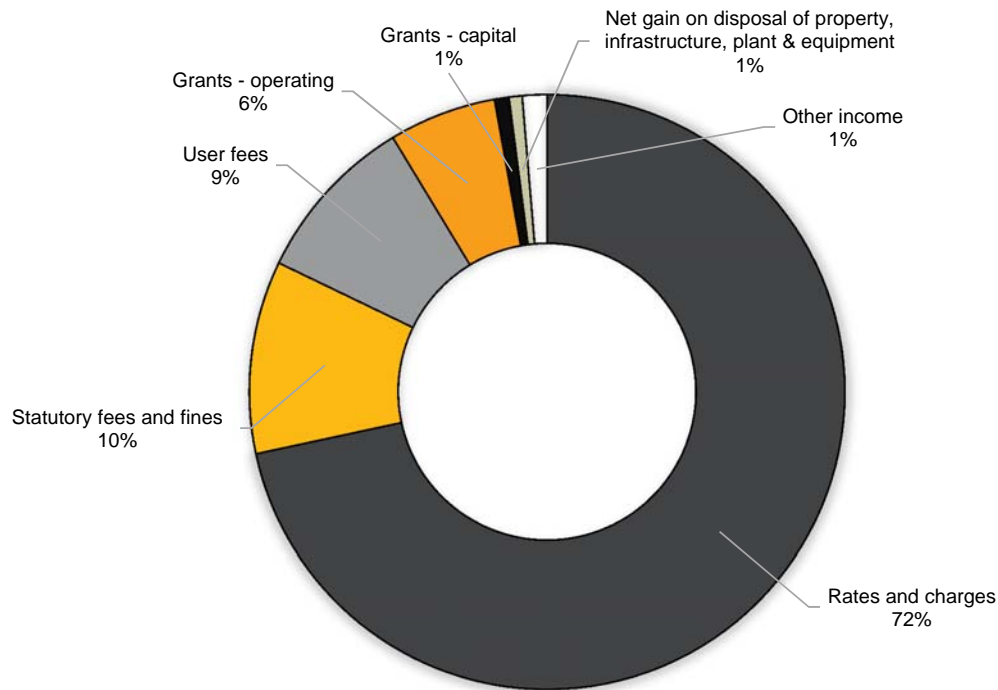
|  | FORECAST<br>ACTUAL  | BUDGET              | VARIANCE |
|--|---------------------|---------------------|----------|
| INCOME TYPES   | 2016/2017<br>\$'000 | 2017/2018<br>\$'000 | \$'000   |
| Rates and charges  | 92,457              | <b>95,944</b>       | 3,487    |
| Statutory fees and fines   | 13,315              | <b>14,090</b>       | 775      |
| User fees  | 11,904              | <b>12,305</b>       | 401      |
| Contributions - monetary   | 2,676               | <b>0</b>            | (2,676)  |
| Grants - operating   | 7,711               | <b>7,818</b>        | 107      |
| Grants - capital   | 1,177               | <b>1,046</b>        | (131)    |
| Net gain on disposal of property, infrastructure,<br>plant & equipment | 481                 | <b>951</b>          | 470      |
| Other income   | 2,247               | <b>1,792</b>        | (455)    |
| <b>Total income</b>  | <b>131,968</b>      | <b>133,946</b>      | 1,978    |

Rates are the major source of Operating Revenue accounting for in excess of 71% of all income. Statutory Fees and Fines, User Charges and Government Grants are also significant contributors to total income. Council has increased rates by 2%. This plus raising of Supplementary Rates for new and improved dwellings has seen the level of rate income increase by \$3.487 million.

Budgeted income 2017/2018 and forecast 2016/2017



Budgeted Income 2017/2018

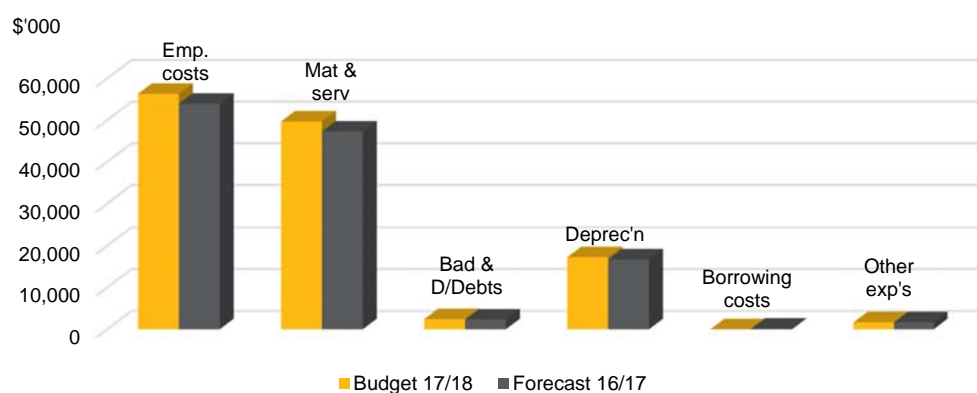


## 10.3 Expenses

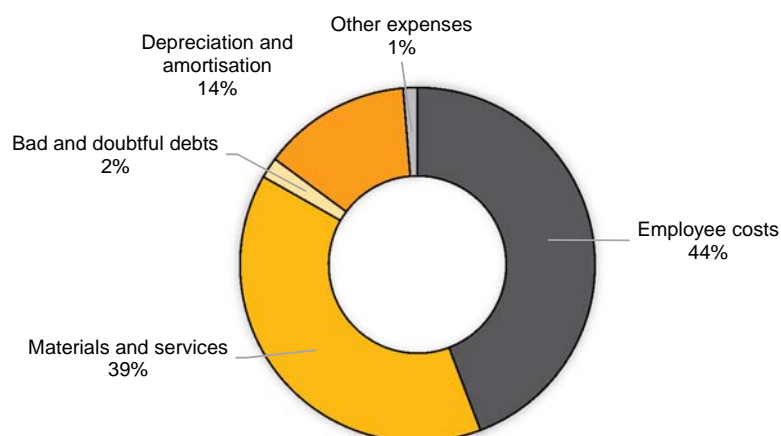
| EXPENSE TYPES                 | FORECAST<br>ACTUAL  | BUDGET              | VARIANCE     |
|-------------------------------|---------------------|---------------------|--------------|
|                               | 2016/2017<br>\$'000 | 2017/2018<br>\$'000 | \$'000       |
| Employee costs                | 53,911              | <b>56,284</b>       | 2,373        |
| Materials and services        | 47,235              | <b>49,651</b>       | 2,416        |
| Bad and doubtful debts        | 2,319               | <b>2,417</b>        | 98           |
| Depreciation and amortisation | 16,700              | <b>17,241</b>       | 541          |
| Borrowing costs               | 149                 | <b>0</b>            | (149)        |
| Other expenses                | 1,657               | <b>1,653</b>        | (4)          |
| <b>Total expenses</b>         | <b>121,971</b>      | <b>127,246</b>      | <b>5,275</b> |

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

### Budgeted Expenses 2017/2018 & Forecast 2016/2017



## Budgeted Expenses 2017/2018



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

|                                | FORECAST<br>ACTUAL | BUDGET            | STRATEGIC RESOURCE PLAN<br>PROJECTIONS |                   |                   |
|--------------------------------|--------------------|-------------------|--|-------------------|-------------------|
|                                | 2016/17<br>\$'000  | 2017/18<br>\$'000 | 2018/19<br>\$'000                      | 2019/20<br>\$'000 | 2020/21<br>\$'000 |
| <b>Staff expenditure</b>       |                    |                   |  |                   |                   |
| Employee costs - operating     | 53,911             | <b>56,284</b>     | 57,762                                 | 58,318            | 55,834            |
| Employee costs - capital       | 1,455              | <b>1,499</b>      | 1,544                                  | 1,590             | 1,638             |
| <b>Total staff expenditure</b> | <b>55,366</b>      | <b>57,783</b>     | <b>59,306</b>                          | <b>59,908</b>     | <b>57,472</b>     |
|                                | EFT                | EFT               | EFT                                    | EFT               | EFT               |
| <b>Staff numbers</b>           |                    |                   |  |                   |                   |
| Employees                      | 547.50             | <b>554.82</b>     | 554.82                                 | 554.82            | 502.34            |
| <b>Total staff numbers</b>     | <b>547.50</b>      | <b>554.82</b>     | <b>554.82</b>                          | <b>554.82</b>     | <b>502.34</b>     |

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

|  | BUDGET            | COMPRISES<br>PERMANENT PERMANENT |                     |
|--|-------------------|----------------------------------|---------------------|
| DEPARTMENT                               | 2017/18<br>\$'000 | FULL TIME<br>\$'000              | PART TIME<br>\$'000 |
| Community Services                       | <b>18,499</b>     | 8,314                            | 10,185              |
| Corporate Services                       | <b>9,560</b>      | 8,669                            | 891                 |
| Infrastructure Services                  | <b>11,059</b>     | 10,692                           | 367                 |
| Planning Services                        | <b>10,928</b>     | 9,234                            | 1,694               |
| <b>Total permanent staff expenditure</b> | <b>50,046</b>     | <b>36,908</b>                    | <b>13,137</b>       |
| Casuals and other expenditure            | <b>6,238</b>      |                                  |                     |
| Capitalised labour costs                 | <b>1,499</b>      |                                  |                     |
| <b>Total expenditure</b>                 | <b>57,783</b>     |                                  |                     |

# 11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/2018 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves. The analysis is based on three main categories of cash flows:

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

It is anticipated that there will be a reduction in Council's cash reserves over the next twelve months to fund open space and other projects.

## 11.1 Budgeted cash flow statement

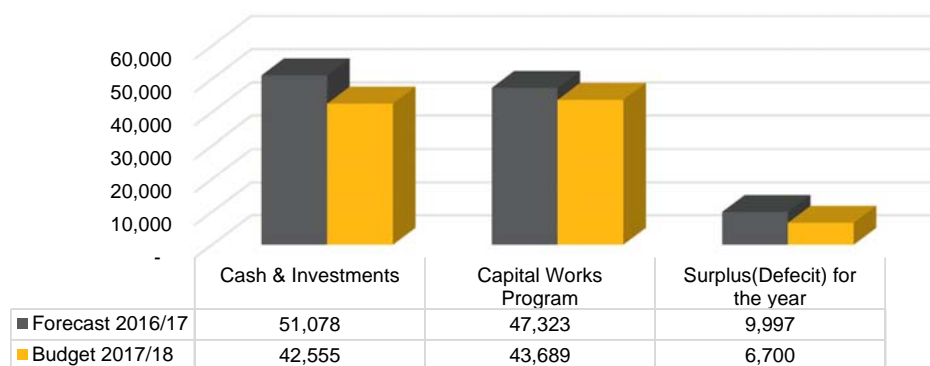
|   | FORECAST<br>ACTUAL<br>2016/2017<br>\$'000 | BUDGET<br>2017/2018<br>\$'000 | VARIANCE<br>\$'000 |
|---|---|-------------------------------|--------------------|
| <b>Cash flows from operating activities</b>                       |   |                               |                    |
| <i>Receipts</i>   |   |                               |                    |
| Rates and charges   | 92,301                                    | <b>95,775</b>                 | 3,474              |
| User fees and fines   | 23,889                                    | <b>26,896</b>                 | 3,007              |
| Grants - operating  | 7,711                                     | <b>7,818</b>                  | 107                |
| Grants - capital  | 1,177                                     | <b>1,046</b>                  | (131)              |
| Interest  | 1,906                                     | <b>1,550</b>                  | (356)              |
| Other receipts  | 5,390                                     | <b>2,640</b>                  | (2,750)            |
| Net GST refund / payment  | 3,787                                     | <b>4,050</b>                  | 263                |
|   | <b>136,161</b>                            | <b>139,775</b>                | 3,614              |
| <i>Payments</i>   |   |                               |                    |
| Employee costs  | (52,242)                                  | <b>(54,707)</b>               | (2,465)            |
| Other payments  | (54,020)                                  | <b>(59,252)</b>               | (5,232)            |
| Trust funds and deposits repaid                                   | (2,544)                                   | <b>(2,389)</b>                | 155                |
|   | <b>(108,806)</b>                          | <b>(116,348)</b>              | (7,542)            |
| <b>Net cash provided by operating activities</b>                  | <b>27,355</b>                             | <b>23,427</b>                 | (3,928)            |
| <b>Cash flows from investing activities</b>                       |   |                               |                    |
| Payments for property, infrastructure, plant & equip.             | (38,285)                                  | <b>(32,901)</b>               | 5,384              |
| Proceeds from sale of property, infrastructure, plant & equipment | 481                                       | <b>951</b>                    | 470                |
| Payments for investments  | (2,000)                                   | <b>(2,000)</b>                | -                  |



|  | FORECAST<br>ACTUAL<br>2016/2017<br>\$'000 | BUDGET<br>2017/2018<br>\$'000 | VARIANCE<br>\$'000 |
|--|---|-------------------------------|--------------------|
| Proceeds from investments                              | 2,000                                     | <b>1,995</b>                  | (5)                |
| Loans and advances made                                | -   | -                             | -                  |
| Repayments of loans and advances                       | -   | -                             | -                  |
| <b>Net cash used in investing activities</b>           | <b>(37,804)</b>                           | <b>(31,955)</b>               | 5,849              |
| <b>Cash flows from financing activities</b>            |   |                               |                    |
| Finance costs  | (149)                                     | -                             | 149                |
| Proceeds from borrowings                               | -   | -                             | -                  |
| Repayment of borrowings                                | (2,673)                                   | -                             | 2,673              |
| <b>Net cash used in financing activities</b>           | <b>(2,822)</b>                            | -                             | 2,822              |
| <b>Net decrease in cash and cash equivalents</b>       | <b>(13,271)</b>                           | <b>(8,528)</b>                | 4,743              |
| Cash and cash equivalents at the beginning of the year | 32,349                                    | <b>19,078</b>                 | (13,271)           |
| <b>Cash and cash equivalents at end of the year</b>    | <b>19,078</b>                             | <b>10,550</b>                 | (8,528)            |

## Reconciliation of cash and operating result

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



Cash and equivalents, reduction in 2017/2018 is predominantly caused by the completion of carried forwards capital projects, the Little Saigon project from cash reserves. Section 2.6 provides a full reconciliation of the Operating Result (accrual basis) with the Cash Result. Council has budgeted for a break even result on a cash basis.

|   | FORECAST<br>ACTUAL<br>2016/2017<br>\$'000 | BUDGET<br>2017/2018<br>\$'000 | VARIANCE<br>\$'000 |
|---|---|-------------------------------|--------------------|
| <b>Surplus (deficit) for the year</b>                                     | <b>9,997</b>                              | <b>6,700</b>                  | (3,297)            |
| Depreciation  | 16,700                                    | 17,241                        | 541                |
| Loss (gain) on disposal of property, infrastructure,<br>plant & equipment | (481)                                     | (951)                         | (470)              |
| Finance costs   | 149                                       | 0                             | (149)              |
| Net movement in current assets and liabilities                            | 990                                       | 437                           | (553)              |
| <b>Cash flows available from operating activities</b>                     | <b>27,355</b>                             | <b>23,427</b>                 | (3,928)            |

## 11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted overall cash and investments of \$42.5 million is restricted as shown in the following table.

|  | FORECAST<br>ACTUAL<br>2016/2017<br>\$'000 | BUDGET<br>2017/2018<br>\$'000 | VARIANCE<br>\$'000 |
|--|---|-------------------------------|--------------------|
| <b>Total cash and investments</b>                            | <b>51,078</b>                             | <b>42,555</b>                 | (8,523)            |
| Restricted cash and investments                              |   |                               |                    |
| - Statutory reserves   | (5,018)                                   | (6,155)                       | (1,137)            |
| - Cash held to fund carry forward capital works              | (208)                                     | -                             | 208                |
| - Trust funds and deposits                                   | (3,106)                                   | (3,115)                       | -                  |
| <b>Unrestricted cash and investments</b>                     | <b>42,746</b>                             | <b>33,285</b>                 | <b>(9,452)</b>     |
| - Discretionary reserves                                     | (20,792)                                  | (13,890)                      | 6,903              |
| <b>Unrestricted cash adjusted for discretionary reserves</b> | <b>21,954</b>                             | <b>19,396</b>                 | <b>(2,550)</b>     |

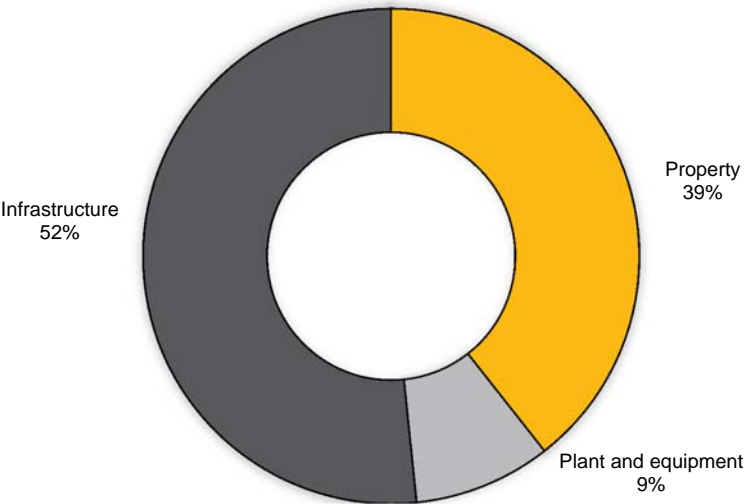
## 12. Analysis of capital budget

This section analyses the planned capital works expenditure budget for the 2017/2018 year and the sources of funding for the capital budget.

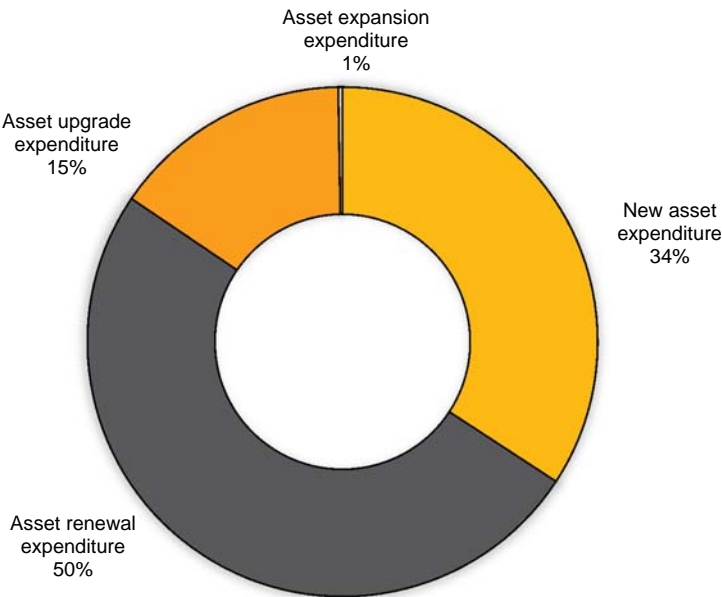
### 12.1 Capital works expenditure

|  | FORECAST<br>ACTUAL  | BUDGET              | VARIANCE       |
|--|---------------------|---------------------|----------------|
| CAPITAL WORKS AREAS                    | 2016/2017<br>\$'000 | 2017/2018<br>\$'000 | \$'000         |
| <b>Property</b>                        |                     |                     |                |
| Land                                   | 823                 | 1,250               | 427            |
| Land improvements                      | -                   | -                   | -              |
| <b>Total land</b>                      | <b>823</b>          | <b>1,250</b>        | <b>427</b>     |
| Buildings                              | 15,330              | 15,965              | 635            |
| Heritage buildings                     | -                   | -                   | -              |
| Building improvements                  | -                   | -                   | -              |
| Leasehold improvements                 | -                   | -                   | -              |
| <b>Total buildings</b>                 | <b>15,330</b>       | <b>15,965</b>       | <b>635</b>     |
| <b>Total property</b>                  | <b>16,153</b>       | <b>17,215</b>       | <b>1,062</b>   |
| <b>Plant and equipment</b>             |                     |                     |                |
| Heritage plant and equipment           | -                   | -                   | -              |
| Plant, machinery and equipment         | 1,341               | 1,705               | 364            |
| Fixtures, fittings and furniture       | -                   | -                   | -              |
| Computers and telecommunications       | 1,174               | 1,360               | 186            |
| Library books                          | 600                 | 850                 | 250            |
| <b>Total plant and equipment</b>       | <b>3,115</b>        | <b>3,915</b>        | <b>800</b>     |
| <b>Infrastructure</b>                  |                     |                     |                |
| Roads                                  | 11,788              | 11,880              | 92             |
| Bridges                                | 169                 | 180                 | 11             |
| Footpaths and cycleways                | 5,715               | 2,920               | (2,795)        |
| Drainage                               | 1,395               | 480                 | (915)          |
| Waste management                       | 220                 | 350                 | 130            |
| Parks, open space and streetscapes     | 7,410               | 5,671               | (1,739)        |
| Off street car parks                   | 958                 | 400                 | (558)          |
| Other infrastructure                   | 400                 | 678                 | 278            |
| <b>Total infrastructure</b>            | <b>28,055</b>       | <b>22,559</b>       | <b>(5,496)</b> |
| <b>Total new works</b>                 | <b>47,323</b>       | <b>43,689</b>       | <b>(3,634)</b> |
| <b>Total capital works expenditure</b> | <b>47,323</b>       | <b>43,689</b>       | <b>(3,634)</b> |
| <b>Represented by:</b>                 |                     |                     |                |
| New asset expenditure                  | 14,432              | 14,951              | 519            |
| Asset renewal expenditure              | 23,853              | 21,961              | (1,892)        |
| Asset upgrade expenditure              | 3,038               | 6,657               | 3,619          |
| Asset expansion expenditure            | 6,000               | 120                 | (5,880)        |
| <b>Total capital works expenditure</b> | <b>47,323</b>       | <b>43,689</b>       | <b>(3,634)</b> |

Budgeted capital works 2017/2018



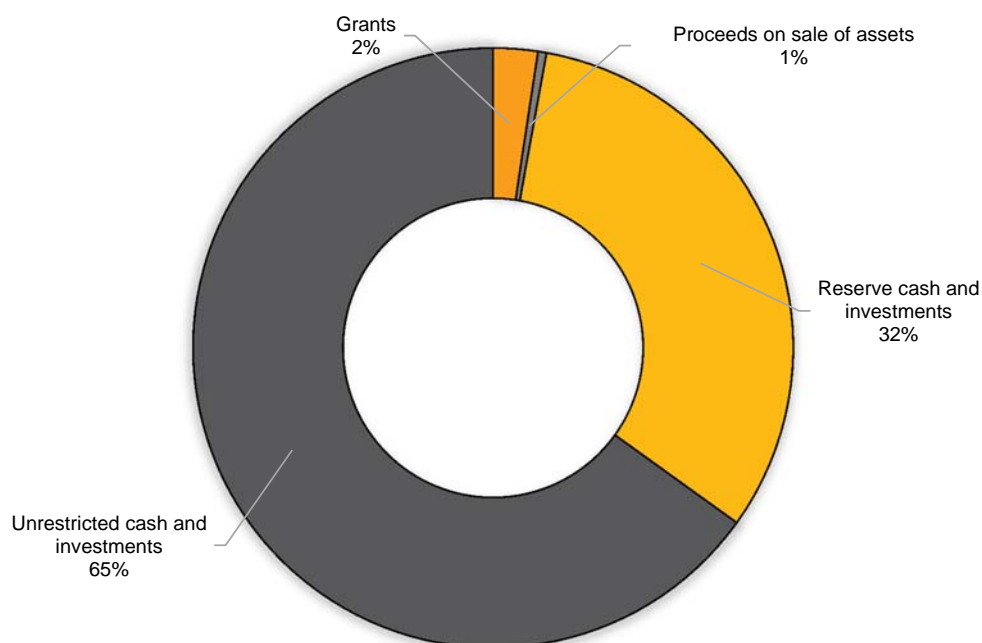
Budgeted capital works 2017/2018



## 12.2 Funding sources

|                                     | FORECAST<br>ACTUAL | BUDGET            | VARIANCE       |
|-------------------------------------|--------------------|-------------------|----------------|
| SOURCES OF FUNDING                  | 2016/17<br>\$'000  | 2017/18<br>\$'000 | \$'000         |
| <b>New works</b>                    |                    |                   |                |
| <i><b>Current year funding</b></i>  |                    |                   |                |
| Grants                              | 1,177              | <b>1,046</b>      | (131)          |
| Council cash                        |                    |                   |                |
| - proceeds on sale of assets        | 400                | <b>200</b>        | (200)          |
| - reserve cash and investments      | 16,294             | <b>14,011</b>     | (2,283)        |
| - unrestricted cash and investments | 29,382             | <b>28,432</b>     | (950)          |
| <b>Total new works</b>              | <b>47,253</b>      | <b>43,689</b>     | <b>(3,564)</b> |
| <b>Total funding sources</b>        | <b>47,253</b>      | <b>43,689</b>     | <b>(3,564)</b> |

### Budgeted total funding sources 2017/2018

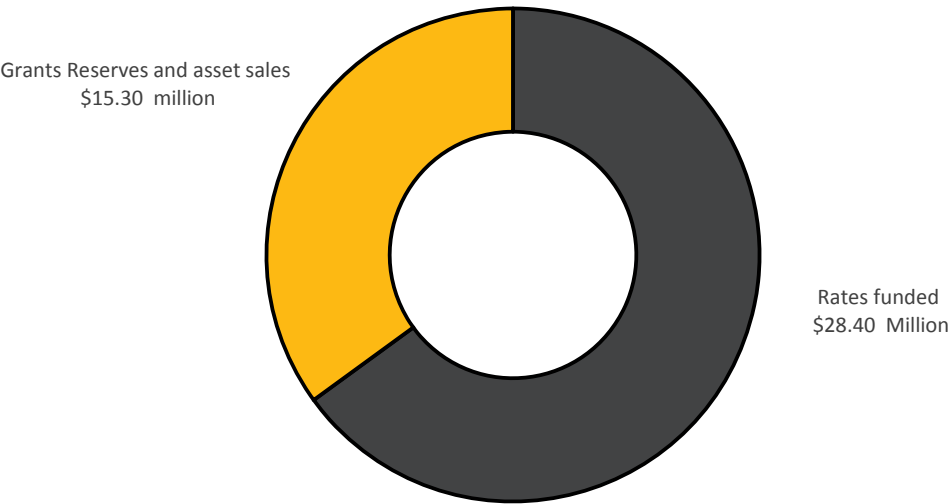


## Highlights of the Capital Works Program

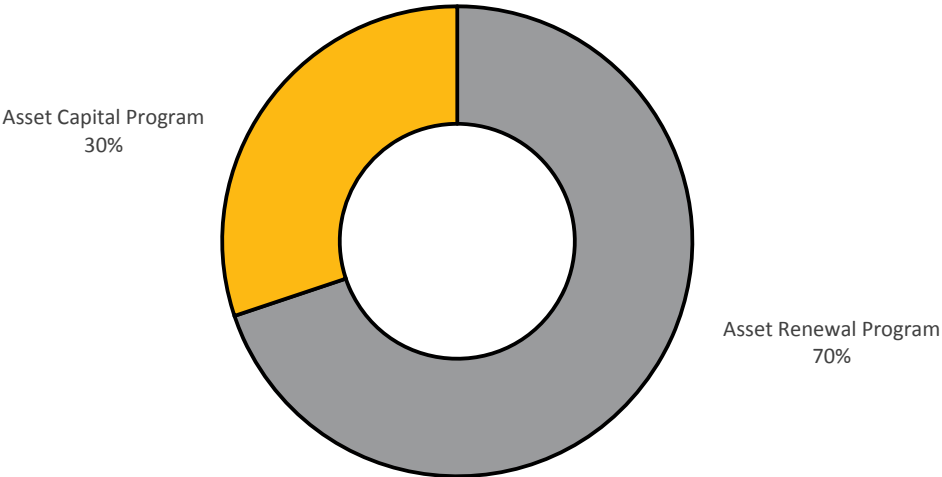
| CAPITAL WORKS PROGRAM<br>FOR THE YEAR ENDING 30 JUNE 2018        | PROJECT<br>COST | ASSET EXPENDITURE TYPES |               |              |               |              | SUMMARY OF FUNDING SOURCES |                          |  |                 |
|--|-----------------|-------------------------|---------------|--------------|---------------|--------------|----------------------------|--------------------------|--|-----------------|
|  | 2017/2018       | NEW                     | RENEWAL       | UPGRADE      | EXPANSIO<br>N | GRANTS       | ASSET<br>SALES             | OPEN<br>SPACE<br>RESERVE | MAJOR<br>PROJECTS<br>& OTHER<br>RESERVES | COUNCIL<br>CASH |
| <b>Property</b>  |                 |                         |               |              |               |              |                            |                          |  |                 |
| Land   | 1,250           | -                       | 1,250         | -            | -             | -            | -                          | -                        | -  | 1,250           |
| Buildings  | 15,965          | 5,845                   | 4,840         | 5,280        | -             | -            | -                          | -                        | 10,453.4                                 | 5,511.6         |
| <b>Total property</b>  | <b>17,215</b>   | <b>5,845</b>            | <b>6,090</b>  | <b>5,280</b> | <b>-</b>      | <b>-</b>     | <b>-</b>                   | <b>-</b>                 | <b>10,453</b>                            | <b>6,761.6</b>  |
| <b>Plant and equipment</b>                                       |                 |                         |               |              |               |              |                            |                          |  |                 |
| Computers and telecommunications                                 | 1,360           | 315                     | 1,045         | -            | -             | -            | -                          | -                        | -  | 1,360           |
| Library books  | 850             | -                       | 850           | -            | -             | -            | -                          | -                        | -  | 850             |
| Plant, machinery and equipment                                   | 1,705           | 425                     | 1,280         | -            | -             | -            | 200                        | -                        | 300                                      | 1,205           |
| <b>Total plant and equipment</b>                                 | <b>3,915</b>    | <b>740</b>              | <b>3,175</b>  | <b>-</b>     | <b>-</b>      | <b>-</b>     | <b>200</b>                 | <b>-</b>                 | <b>300</b>                               | <b>3,415</b>    |
| <b>Infrastructure</b>  |                 |                         |               |              |               |              |                            |                          |  |                 |
| Bridges  | 180             | -                       | 180           | -            | -             | -            | -                          | -                        | -  | 180             |
| Drainage   | 480             | 200                     | 200           | 80           | -             | -            | -                          | -                        | -  | 480             |
| Footpath and cycleways   | 2,920           | 1,050                   | 1,870         | -            | -             | -            | -                          | 1,050                    | -  | 1,870           |
| Offstreet carpark  | 400             | -                       | 400           | -            | -             | -            | -                          | -                        | -  | 400             |
| Parks, open space and streetscapes                               | 5,671           | 3,759                   | 1,565         | 347          | -             | -            | -                          | 1,008                    | 200                                      | 4,463           |
| Recreational, leisure and community facilities                   | -               | -                       | -             | -            | -             | -            | -                          | -                        | -  | -               |
| Roads  | 11,880          | 2,699                   | 8,111         | 950          | 120           | 1,046        | -                          | -                        | 1,000                                    | 9,834           |
| Waste management   | 350             | 100                     | 250           | -            | -             | -            | -                          | -                        | -  | 350             |
| Other infrastructure   | 678             | 558                     | 120           | -            | -             | -            | -                          | -                        | -  | 678             |
| <b>Total - infrastructure</b>                                    | <b>22,559</b>   | <b>8,366</b>            | <b>12,696</b> | <b>1,377</b> | <b>120</b>    | <b>1,046</b> | <b>-</b>                   | <b>2,058</b>             | <b>1,200</b>                             | <b>18,255</b>   |
| <b>Total - capital works and asset improvement<br/>2017/2018</b> | <b>43,689</b>   | <b>14,951</b>           | <b>21,961</b> | <b>6,657</b> | <b>120</b>    | <b>1,046</b> | <b>200</b>                 | <b>2,058</b>             | <b>11,953.4</b>                          | <b>28,431.6</b> |

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

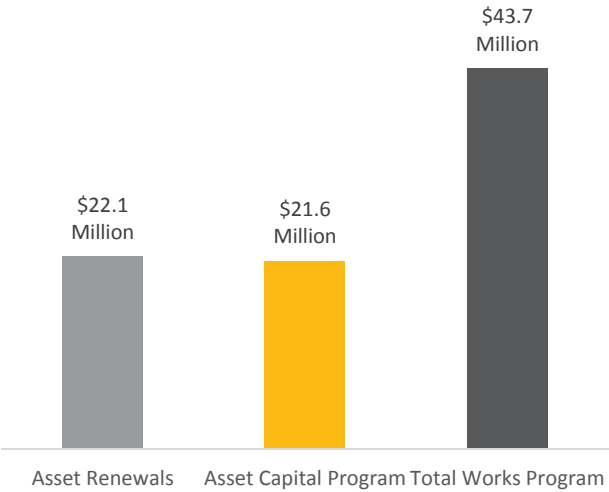
The CWIP is funded through various sources like Grants, Reserves, Rates and Revenues. The total rates revenue for 2017/18 is \$94.7 million. As per the Council Policy, 30% of the revenue from rates are allocated to the CWIP. The CWIP for 2017/18 is \$43.7 million which comprises \$28.4 million from rates revenue which is 30% of the rates revenue of 2017/18 and remaining \$15.3 million is funded from Grants, Reserves and Sales.



The Council is then required to split the funding from rates (\$28.4 million) in two categories namely Asset Renewal Program (70%) and Asset Capital Program (30%) as below.



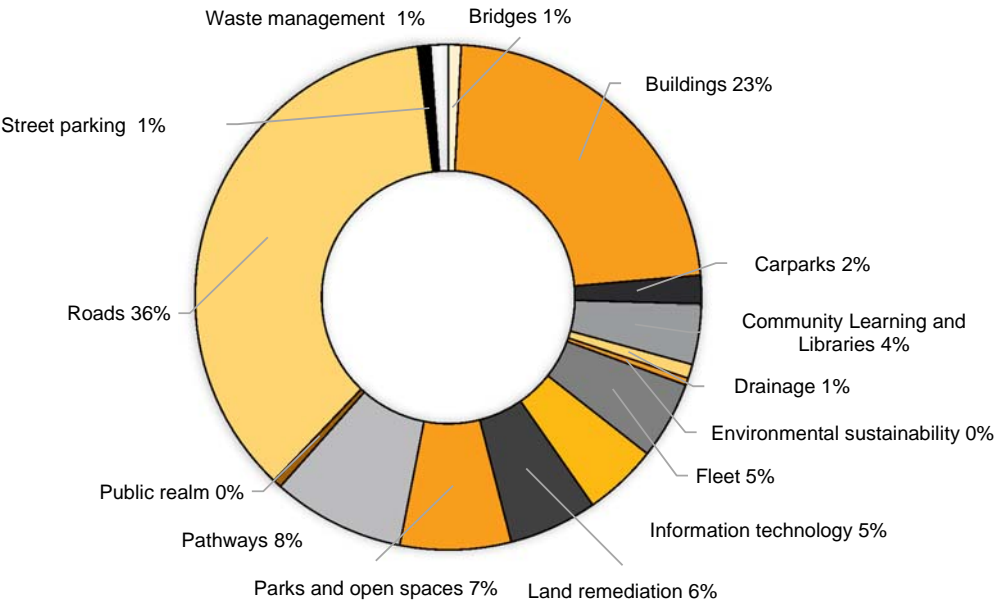
The Council splits the full CWIP in two major programs by the expenditure type namely Asset Renewal Program of \$22.1 million and Asset Capital Program of \$21.6 million.



Asset Renewal Program

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

For 2017/18, the Asset Renewal Program is \$22.1 million of which \$19.9 million is funded from rates and \$2.2 million is funded through Grants, Reserves and Sales. The total funding available for works program for rates is \$28.4 million and thus the Asset Renewal Funding from rates is 70% of the works program. The asset renewal program by asset type is as below.

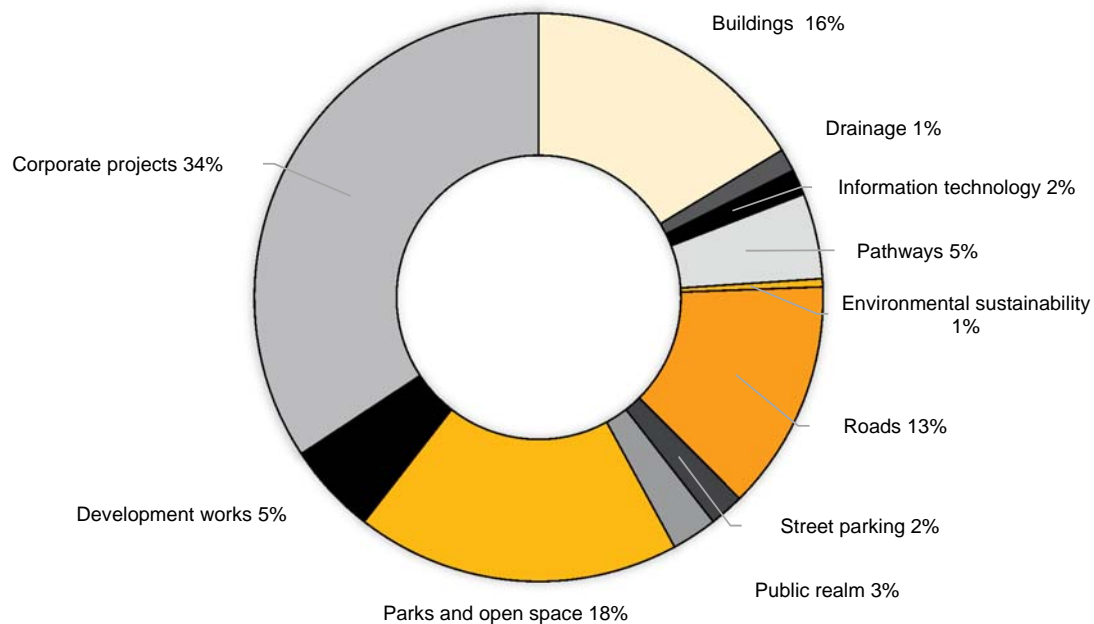




### Asset Capital Program

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

For 2017/18, the Asset Capital Program is \$21.6 million of which \$8.5 million is funded from rates and \$13.1 million is funded through Grants, Reserves and Sales. The total funding available for CWIP from rates is \$8.5 million and thus the Asset Capital Program funding from rates is 30% of the CWIP. The asset capital program by asset type is as below.



## 13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2016/2017 and 2017/2018. It also considers a number of key performance indicators.

### 13.1 Budgeted balance sheet

|   | FORECAST<br>ACTUAL<br>2016/17<br>\$'000 | BUDGET<br>2017/18<br>\$'000 | VARIANCE<br>\$'000 |
|---|---|-----------------------------|--------------------|
| <b>Current assets</b>                         |   |                             |                    |
| Cash and cash equivalents                     | 19,078                                  | 10,550                      | (8,528)            |
| Trade and other receivables                   | 12,762                                  | 13,319                      | 557                |
| Financial assets                              | 32,000                                  | 32,005                      | 5                  |
| Other assets                                  | 1,327                                   | 1,613                       | 286                |
| <b>Total current assets</b>                   | <b>65,167</b>                           | <b>57,487</b>               | <b>(7,680)</b>     |
| <b>Non-current assets</b>                     |   |                             |                    |
| Trade and other receivables                   | 133                                     | 146                         | 13                 |
| Property, infrastructure, plant and equipment | 1,052,452                               | 1,068,112                   | 15,660             |
| <b>Total non-current assets</b>               | <b>1,052,585</b>                        | <b>1,068,258</b>            | <b>15,673</b>      |
| <b>Total assets</b>                           | <b>1,117,752</b>                        | <b>1,125,745</b>            | <b>7,993</b>       |
| <b>Current liabilities</b>                    |   |                             |                    |
| Trade and other payables                      | 8,439                                   | 8,146                       | 293                |
| Trust funds and deposits                      | 3,106                                   | 3,115                       | (9)                |
| Provisions                                    | 14,838                                  | 16,271                      | (1,433)            |
| Interest-bearing loans and borrowings         | -                                       | -                           | -                  |
| <b>Total current liabilities</b>              | <b>26,383</b>                           | <b>27,532</b>               | <b>(1,149)</b>     |
| <b>Non-current liabilities</b>                |   |                             |                    |
| Provisions                                    | 1,132                                   | 1,276                       | (144)              |
| Interest-bearing loans and borrowings         | -                                       | -                           | -                  |
| <b>Total non-current liabilities</b>          | <b>1,132</b>                            | <b>1,276</b>                | <b>(144)</b>       |
| <b>Total liabilities</b>                      | <b>27,515</b>                           | <b>28,808</b>               | <b>(1,293)</b>     |
| <b>Net assets</b>                             | <b>1,090,237</b>                        | <b>1,096,937</b>            | <b>6,700</b>       |
| <b>Equity</b>                                 |   |                             |                    |
| Accumulated surplus                           | 348,816                                 | 364,684                     | 15,868             |
| Reserves                                      | 741,421                                 | 732,253                     | (9,168)            |
| <b>Total equity</b>                           | <b>1,090,237</b>                        | <b>1,096,937</b>            | <b>6,700</b>       |

## Working Capital (\$8.83 million decrease)

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

|   | FORECAST<br>ACTUAL<br>2016/17<br>\$'000 | BUDGET<br>2017/18<br>\$'000 | VARIANCE<br>\$'000 |
|---|---|-----------------------------|--------------------|
| <b>Current assets</b>                         | <b>65,167</b>                           | <b>57,487</b>               | <b>(7,680)</b>     |
| <b>Current liabilities</b>                    | <b>26,383</b>                           | <b>27,532</b>               | <b>(1,149)</b>     |
| <b>Working capital</b>                        | <b>38,784</b>                           | <b>29,955</b>               | <b>(8,829)</b>     |
| Restricted cash and investment current assets |   |                             |                    |
| Statutory reserves                            | (5,018)                                 | (6,155)                     | (1,137)            |
| Cash used to fund carry forward capital works | (208)                                   | -                           | 208                |
| Trust funds and deposits                      | (3,106)                                 | (3,115)                     | (9)                |
| <b>Unrestricted working capital</b>           | <b>30,452</b>                           | <b>20,685</b>               | <b>(9,767)</b>     |

Unrestricted working capital may also be committed to completion of carry forward capital works. Refer to section 11 for Restricted and Unrestricted Cash and Investments.

## 13.2 Key assumptions

Council's continued adherence to the Long Term Financial Plan has seen its Balance Sheet continue to remain strong. Council's cash position is reflective of its requirements to meet its employee benefit obligations along with sufficient funds to cover receivables, payables and general reserves. In preparing the Budgeted Balance Sheet for the year ending 30 June 2018 it is necessary to make a number of assumptions about assets, liabilities and equity balances.

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

The key assumptions are that:

- increase in noncurrent assets, property, infrastructure, plant & equipment, new, renewal, upgrade and maintenance of assets
- other debtors and creditors will remain constant
- long service leave and gratuity payments will remain constant over the year
- a target of 96% of total rates and charges raised will be collected in the 2017/2018 year (2016/2017: 96% forecast actual)
- trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. payment cycle is 30 days
- other debtors and creditors to remain consistent with 2016/2017 levels
- total capital improvement program is \$43.69 million

# Long term strategies

This section includes the following analysis and information

- 14 Strategic Resource Plan
- 15 Rating Information
- 16 Other Long Term Strategies

# Strategic resource plan

The Strategic Resource Plan (SRP) identifies the resources required to achieve the objectives detailed in the Council Plan over the next four years. The strategic resource plan is integral to the Council plan and identifies and assesses the resources required both financial and non financial to achieve the objectives of the Council. The SRP is Council's longer term report to the community and links to other key Council strategies and documents.

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

The SRP is divided into four sections (refer section 3):

- Plan Development
- Financial Resources.
- Financial Performance Indicators
- Non-Financial Resources

## 14.1 Plan development

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

Council has prepared a Strategic Resource Plan (SRP) for the four years 2017/2018 to 2020/2021 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

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

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

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

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

### Balanced budget

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

### Liquidity

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

### Sustainability

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

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

## 14.2 Financial resources

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

The key financial objectives which underpin the LTFP are:

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

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

- Council's financial performance and position
- Revenue and rating strategy
- Long term borrowing and debt strategy
- Infrastructure strategy
- Service delivery strategy

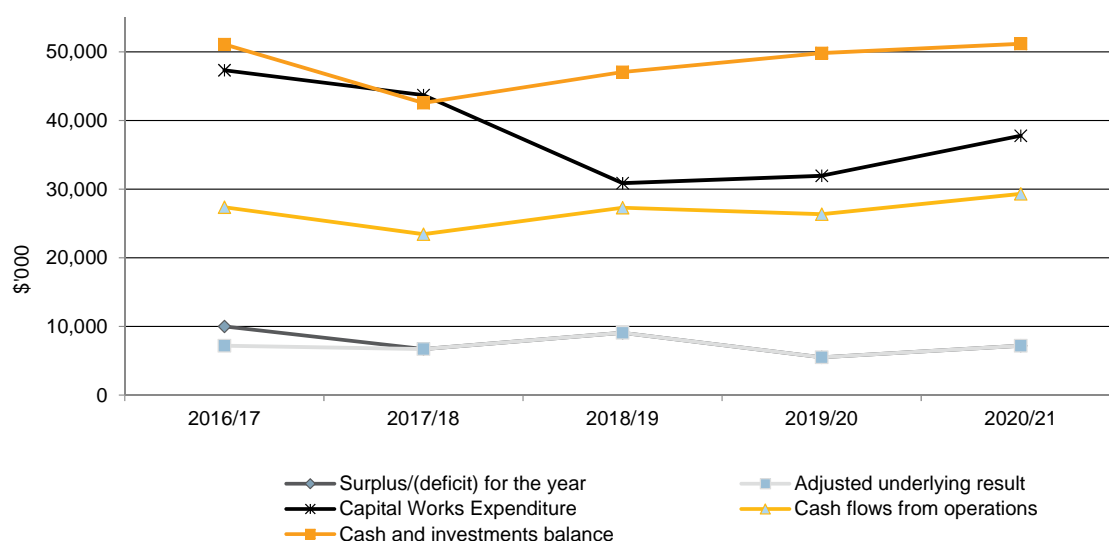
The following table summarises the key financial indicators for the next four years as set out in the SRP for years 2017/2018 to 2020/2021. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

|                                | FORECAST | BUDGET        | STRATEGIC RESOURCE |         |         | TREND    |
|--------------------------------|----------|---------------|--------------------|---------|---------|----------|
|                                | ACTUAL   |               | PLAN               |         |         |          |
| INDICATOR                      | 2016/17  | 2017/18       | 2018/19            | 2019/20 | 2020/21 | +/-      |
|                                | \$'000   | \$'000        | \$'000             | \$'000  | \$'000  |          |
| Surplus/(deficit) for the year | 9,997    | <b>6,700</b>  | 9,065              | 5,496   | 7,197   | <b>o</b> |
| Adjusted underlying result     | 7,189    | <b>6,700</b>  | 9,065              | 5,496   | 7,197   | <b>+</b> |
| Cash and investments balance   | 51,078   | <b>42,555</b> | 47,058             | 49,827  | 51,173  | <b>+</b> |
| Cash flows from operations     | 27,355   | <b>23,427</b> | 27,300             | 26,358  | 29,322  | <b>+</b> |
| Capital works expenditure      | 47,323   | <b>43,689</b> | 30,878             | 31,936  | 37,788  | <b>o</b> |

*Key to Forecast Trend:*

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

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



The key outcomes of the SRP are as follows:

- Financial sustainability - Cash and investments is forecast to increase over the four year period from \$42.5 million to \$51.2 million.
- Service delivery strategy – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in years 2017/2018 to 2020/2021.
- Borrowing strategy – no new borrowings and forecast to \$0.
- Asset and Infrastructure (section 16).

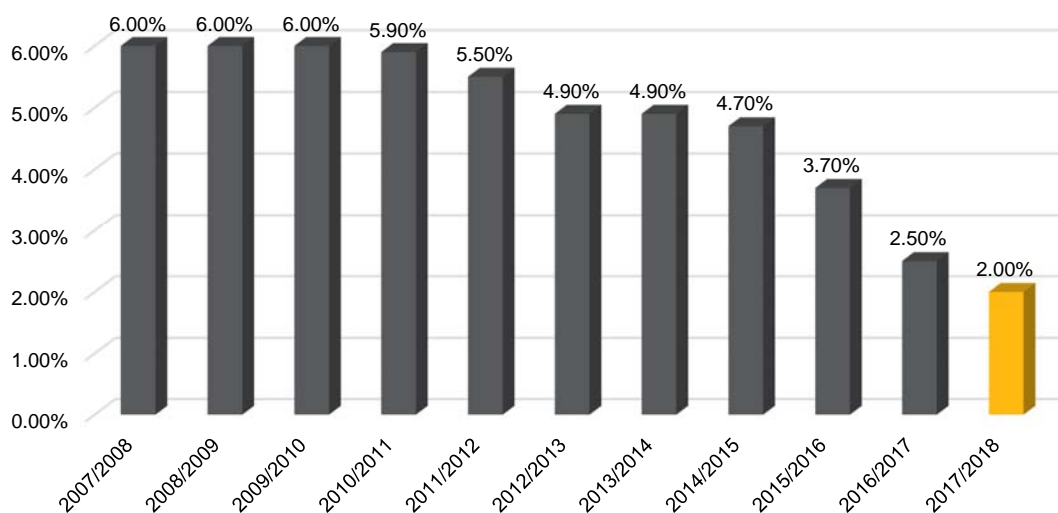
# 15. Rating information

## 15.1 Rating strategy

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

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

### Rate increases - financial years



## 15.2 Rate percentage increases 2007/2008 to 2017/2018

With the introduction of the State Governments Rate Capping legislation in 2015/16 financial year Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

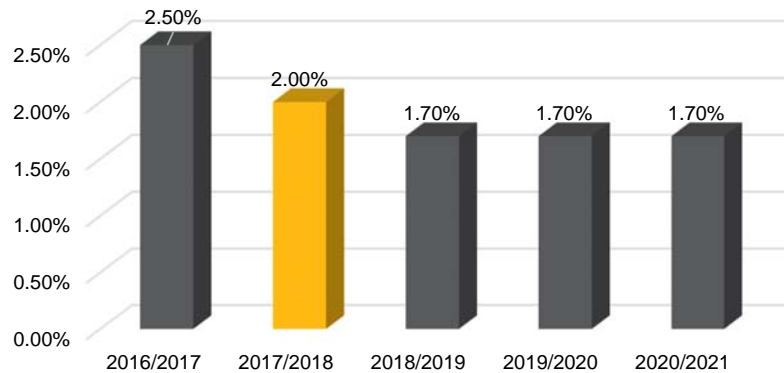
It may not be possible for Council to deliver rate increases linked solely to the Rate Cap set by the Minister for Local Government. With Council dealing with aging infrastructure and grant revenues that do not keep pace with the CPI index and the cost of providing Council services escalating at a rate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



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

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

### Future rate increases



### Basis of rating

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

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

Council then works out the NAV for each property as:

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

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

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

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

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

(The 'rate in the dollar' is the same figure for everyone, i.e. 6.582197 cents - 2017/2018)

### Residential Impact for 2017/18

The 2017/18 financial year is a non revaluation year, which means that the property valuations will only move if there is a consolidation, development, subdivision, demolition, etc.

In the prior financial year being the 2016 revaluation year, all property valuations were reviewed in accordance with the Valuation of Lands Act 1960 and the Local Government Act 1989.

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

The next general revaluation will be in the 2018/19 financial year at a level of value date of 1 January 2018 for implementation on 1 July 2018.

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

### 15.3 Rating structure

| Rating Type  | CIV                     |                         | Increase in valuations % | NAV                    |                        | Increase in valuations % |
|--------------|-------------------------|-------------------------|--------------------------|------------------------|------------------------|--------------------------|
|              | 2016-2017               | 2017-2018               |                          | 2016-2017              | 2017-2018              |                          |
| Residential  | \$21,315,167,000        | \$21,922,439,000        | 2.85%                    | \$1,066,622,595        | 1,096,963,300          | 2.84%                    |
| Commercial   | \$3,547,791,000         | \$3,634,888,000         | 2.45%                    | \$218,306,450          | \$222,115,500          | 1.74%                    |
| Industrial   | \$1,600,020,752         | \$1,622,623,752         | 1.41%                    | \$119,931,952          | \$120,742,952          | 0.68%                    |
| <b>Total</b> | <b>\$26,462,978,752</b> | <b>\$27,179,950,752</b> | <b>2.71%</b>             | <b>\$1,404,860,997</b> | <b>\$1,439,821,752</b> | <b>2.49%</b>             |

The following shows the disbursement in rates for 2017/2018 by percentage and by rating type.

| RATING TYPE  | 2017/2018   |
|--------------|-------------|
| Residential  | 76%         |
| Commercial   | 15%         |
| Industrial   | 9%          |
| <b>Total</b> | <b>100%</b> |

## 15.4 General revaluation & supplementary reviews

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

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

| RESIDENTIAL    | CIV           | CIV           | Increase<br>in | NAV         | NAV         | Increase<br>in |
|----------------|---------------|---------------|----------------|-------------|-------------|----------------|
|                | 2016-2017     | 2017-2018     | CIV            | 2016-2017   | 2017-2018   | NAV            |
|                | \$            | \$            | %              | \$          | \$          | %              |
| Braybrook      | 1,672,383,000 | 1,746,808,000 | 4.45%          | 83,624,850  | 87,340,400  | 4.44%          |
| Footscray      | 3,703,116,000 | 3,880,865,000 | 4.80%          | 185,384,945 | 194,249,800 | 4.78%          |
| Kingsville     | 1,043,140,000 | 1,057,755,000 | 1.40%          | 52,157,000  | 52,887,750  | 1.40%          |
| Maidstone      | 2,078,529,000 | 2,147,359,000 | 3.31%          | 104,245,450 | 107,700,200 | 3.31%          |
| Maribyrnong    | 3,540,736,000 | 3,700,999,000 | 4.53%          | 177,036,800 | 185,049,950 | 4.53%          |
| Seddon         | 1,671,324,000 | 1,693,140,000 | 1.31%          | 83,566,200  | 84,657,000  | 1.31%          |
| West Footscray | 2,713,388,000 | 2,746,333,000 | 1.21%          | 135,769,800 | 137,409,150 | 1.21%          |
| Yarraville     | 4,891,951,000 | 4,949,180,000 | 1.17%          | 244,807,550 | 247,669,050 | 1.17%          |

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

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

### Rate payment options

Maribyrnong City Council will maintain the mandatory instalment payment system for 2017/2018. Ratepayers can elect to pay whatever number of payments that best meets their individual needs on the proviso that as a minimum, they remain ahead of the payments amounts that would fall due under the quarterly payment methodology.

The following instalment dates apply in 2017/2018:

- 30 September 2017
- 30 November 2017
- 28 February 2018
- 31 May 2018

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

| <b>COUNCIL RATE INCREASES OVER THE PAST 10 YEARS</b> |                   |                                      |
|--|-------------------|--------------------------------------|
| <b>YEAR</b>  | <b>% INCREASE</b> | <b>TOTAL RATES RAISED<br/>\$'000</b> |
| 2007/2008  | ~6.0%             | 48,568                               |
| 2008/2009  | ~6.0%             | 52,507                               |
| 2009/2010  | #6.0%             | 56,654                               |
| 2010/2011  | #5.9%             | 60,853                               |
| 2011/2012  | #5.5%             | 65,123                               |
| 2012/2013  | #4.9%             | 69,456                               |
| 2013/2014  | #4.9%             | 75,313                               |
| 2014/2015  | #4.7%             | 82,006                               |
| 2015/2016  | #3.7%             | 87,294                               |
| 2016/2017  | 2.5%              | 90,657                               |
| 2017/2018  | 2.0%              | 94,771                               |

~ 2.2% rate increase dedicated to asset renewal  
 # 2.0% rate increase dedicated to asset renewal

## 16. Summary of other strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

In developing the Strategic Resource Plan (SRP) (see Section 14), borrowings was not included as a funding source.

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

Council's Long-Term Financial Strategy (LTFS) 2015-25 will be revised annually in accordance with the Council Plan. It will comply with the requirements set by the Victorian Auditor-General's (VAGO) Financial Sustainability Indicators and Maribyrnong City Councils best practice indicators.

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

The structure of LTFS is as follows:

### Drivers for the Long Term Financial Strategy

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

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

### Objectives and goals of the Long Term Financial Strategy

- balanced budget
- liquidity
- sustainability

### Targets and methodology

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

## Risk assessment

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

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

## 16.1 Borrowings

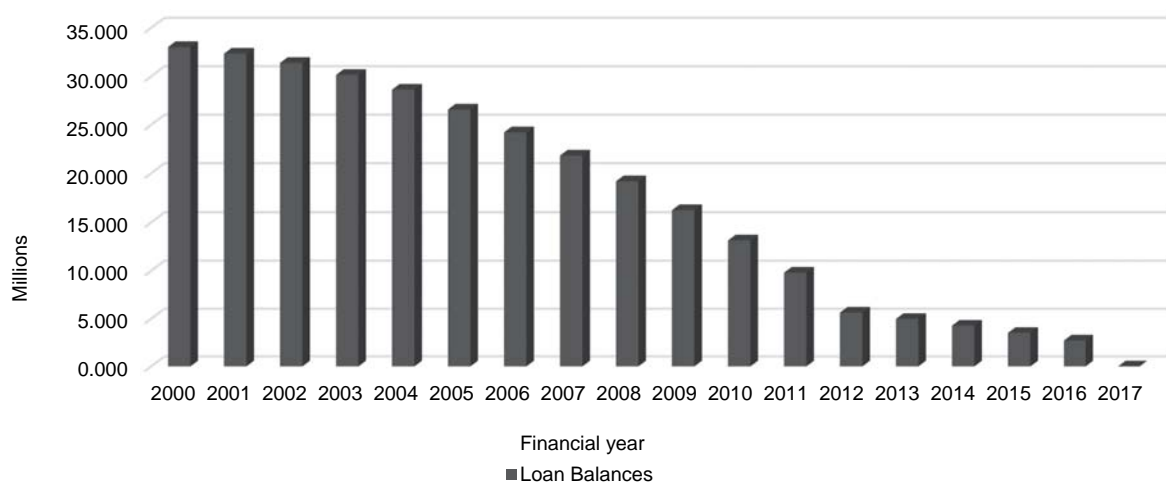
There are no borrowings included in the 2017/2018 budget and therefore, after making loan principle repayments of \$2.67 million in July 2017 reduced its total borrowings to \$0.

The following table sets out future Adopted borrowings, based on the forecast financial position of Council as at 30 June 2018.

| YEAR           | NEW<br>BORROWINGS | PRINCIPAL<br>PAID | INTEREST<br>PAID | BALANCE<br>30 JUNE |
|----------------|-------------------|-------------------|------------------|--------------------|
|                | \$'000            | \$'000            | \$'000           | \$'000             |
| 2016/17        | -                 | 2,673             | 149              | -                  |
| <b>2017/18</b> | -                 | -                 | -                | -                  |
| 2018/19        | -                 | -                 | -                | -                  |
| 2019/20        | -                 | -                 | -                | -                  |
| 2020/21        | -                 | -                 | -                | -                  |

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

## Debt Profile



## 16.2 Assets/infrastructure

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

Notwithstanding these challenges, Council's Asset Management Improvement Strategy continues to provide us with the integrated planning tools that generate options and costed scenarios for consideration. This process enables informed decisions to be made on selection and prioritisation of assets included in the 10 year renewal program. The 2017-2018 renewal program aims to restore assets at an affordable and sustainable condition and reduce the risk impact on services due to backlog in a planned way. The demand for the creation of new assets is also subject to critical gate way reviews and will generally be driven by growth demand modelling to meet the community demand and service delivery requirements.

The combination of the two components namely Asset Renewal and Asset Creation are the basis of our Capital Works and Improvement Program

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

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

Council Asset Management Policy requires that 30% of Council's total rate revenue is dedicated to the Capital Works Program, which for this financial year is set at \$28.43 m.

The Asset Policy also requires that 70% of the Capital Works Program is dedicated to the asset renewal program with the remaining dedicated to the creation of new assets, upgrade and extension of existing assets.

The Total Capital Works and Improvement Program for FY17/18 is proposed at \$43.69m and consisting of the following funding sources.

### Summary of funding sources

| Year           | Summary of funding sources |              |               |               |            |             | Major Projects and Open Space Reserve |
|----------------|----------------------------|--------------|---------------|---------------|------------|-------------|---------------------------------------|
|                | Total Capital Program      | Grants       | Contributions | Council Cash  | Borrowings | Asset Sales |                                       |
|                | \$'000                     | \$'000       | \$'000        | \$'000        | \$'000     | \$'000      | \$'000                                |
| 2016/17        | 47,323                     | 1,177        | 69            | 29,383        | -          | 400         | 16294                                 |
| <b>2017/18</b> | <b>43,689</b>              | <b>1,046</b> | <b>-</b>      | <b>28,432</b> | <b>-</b>   | <b>200</b>  | <b>14011</b>                          |
| 2018/19        | 30,878                     | 1,046        | -             | 29,332        | -          | 200         | 300                                   |
| 2019/20        | 31,936                     | 1,046        | -             | 30,390        | -          | 200         | 300                                   |
| 2020/21        | 37,788                     | 1,046        | -             | 31,242        | -          | 200         | 5300                                  |

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

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

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

### 16.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 14) which directly impact the future service delivery strategy are to maintain existing service levels. The Rating Information (see Section 15) also refers to rate increases into the future in line with Fair Go Rates System. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

| YEAR           | SURPLUS<br>(DEFICIT)<br>FOR THE YEAR | ADJUSTED<br>UNDERLYING<br>SURPLUS<br>(DEFICIT) | NET<br>SERVICE<br>(COST) |
|----------------|--------------------------------------|--|--------------------------|
|                | \$'000                               | \$'000   | \$'000                   |
| 2016/17        | 9,997                                | 7,189  | (61,739)                 |
| <b>2017/18</b> | <b>6,700</b>                         | <b>6,700</b>                                   | <b>(66,952)</b>          |
| 2018/19        | 9,065                                | 9,065  | (69,978)                 |
| 2019/20        | 5,496                                | 5,496  | (71,707)                 |
| 2020/21        | 7,197                                | 7,197  | (73,693)                 |

### Service Delivery Strategy

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

This means;

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



# Appendix A Fees & charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2017/2018 year.

## Community Services

| SERVICE (PER HOUR)   | PRICE    | GST     | 2017/18<br>TOTAL<br>PRICE \$ |
|--|----------|---------|------------------------------|
| Home care - Base Rate  | \$7.00   |         | <b>\$7.00</b>                |
| Home Care - Medium Fee   | \$9.50   |         | <b>\$9.50</b>                |
| Home Care - High Fee Rate  | \$39.20  |         | <b>\$39.20</b>               |
| Respite Care - Low Rate  | \$3.85   |         | <b>\$3.85</b>                |
| Respite Care - Medium Fee Rate   | \$5.50   |         | <b>\$5.50</b>                |
| Respite Care - High Fee Rate   | \$39.15  |         | <b>\$39.15</b>               |
| Personal Care - Low Rate *   | \$5.40   |         | <b>\$5.40</b>                |
| Personal Care - Medium Fee Rate  | \$10.65  |         | <b>\$10.65</b>               |
| Personal Care - High Fee Rate  | \$44.10  |         | <b>\$44.10</b>               |
| Property Maintenance - Low Rate  | \$14.40  |         | <b>\$14.40</b>               |
| Property Maintenance - Medium Rate   | \$21.60  |         | <b>\$21.60</b>               |
| Property Maintenance - High Rate   | \$54.95  |         | <b>\$54.95</b>               |
| Day Centre Program - Low Rate + meal   | \$9.15   |         | <b>\$9.15</b>                |
| Day Centre Program - Medium Rate + meal  | \$14.20  |         | <b>\$14.20</b>               |
| Day Centre Program - High Rate + meal  | \$19.20  |         | <b>\$19.20</b>               |
| Planned Activity Groups - Low Rate + meal  | \$9.15   |         | <b>\$9.15</b>                |
| Planned Activity Groups - Medium Rate + meal   | \$14.20  |         | <b>\$14.20</b>               |
| Planned Activity Groups - High Rate + meal   | \$19.20  |         | <b>\$19.20</b>               |
| Meals Low Rate (per unit)  | \$9.15   |         | <b>\$9.15</b>                |
| Meals Medium Rate (per unit)   | \$10.40  |         | <b>\$10.40</b>               |
| Meals High Rate (per unit)   | \$21.60  |         | <b>\$21.60</b>               |
| Senior Citizens Centres - casual fee (per hire)  | \$35.64  | \$3.56  | <b>\$39.20</b>               |
| Senior Citizens Centres - community groups (per hire)  | \$72.73  | \$7.27  | <b>\$80.00</b>               |
| Bond (per unit)  | \$375.00 |         | <b>\$375.00</b>              |
| <b>Brokered services (per unit)</b>  |          |         |                              |
| Home Gardening (per hour)  | \$13.09  | \$1.31  | <b>\$14.40</b>               |
| Day Centre Program (Brokered session + meal) (per session)   | \$9.91   | \$0.99  | <b>\$10.90</b>               |
| Meals (brokered) (per unit)  | \$20.41  | \$2.04  | <b>\$22.45</b>               |
| Home Care (brokered rate)  | \$61.18  | \$6.12  | <b>\$67.30</b>               |
| Respite Care (brokered)  | \$66.05  | \$6.60  | <b>\$72.65</b>               |
| Property Maintenance (brokered) (per unit)   | \$91.59  | \$9.16  | <b>\$100.75</b>              |
| Personal Care (brokered)   | \$66.05  | \$6.60  | <b>\$72.65</b>               |
| Respite Out of Hours -time & a half (brokered)   | \$102.18 | \$10.22 | <b>\$112.40</b>              |
| Respite Out of Hours - double time (brokered )   | \$136.14 | \$13.61 | <b>\$149.75</b>              |
| Personal Care Out of Hours -time & a half (brokered)   | \$102.14 | \$10.21 | <b>\$112.35</b>              |
| Personal Care Out of Hours - double time (brokered )   | \$136.09 | \$13.61 | <b>\$149.70</b>              |
| Client fees are means tested in accordance with clients' capacity to pay. Brokered rates are adjusted to represent full cost recovery. Fees do not represent a clear increase across all service types in order to keep fees in line with DHS Fees Policy. |          |         |                              |

|                                    |          |        |                 |
|------------------------------------|----------|--------|-----------------|
| <b>Community Development</b>       |          |        |                 |
| Community Bus (all day/overnight)  | \$84.68  | \$8.47 | <b>\$93.15</b>  |
| Community Bus (5 hours)            | \$34.95  | \$3.50 | <b>\$38.45</b>  |
| Bond refundable (per hire)         | \$241.15 |        | <b>\$241.15</b> |
| Aged Community Transport (Per day) | \$3.10   |        | <b>\$3.10</b>   |
| Social Outings (per outing)        | \$3.10   |        | <b>\$3.10</b>   |

### Family and Youth Services

| SERVICE  | PRICE    | GST    | 2017/18<br>TOTAL<br>PRICE \$ |
|--|----------|--------|------------------------------|
| <b>Family and Youth Services</b>   |          |        |                              |
| <b>Central Register System (CRS)</b>   |          |        |                              |
| Administration Fee per child application   | \$20.00  |        | <b>\$20.00</b>               |
| Fees will be waived for families who are on a range of concession cards including health care cards, pension cards, temporary protection/humanitarian visas, refugee and special humanitarian visas, asylum seeker bridging visas. |          |        |                              |
| <b>Children's Centres Sanitary and Hygiene Services</b>  |          |        |                              |
| Nappy Bins (per unit)  | \$102.50 |        | <b>\$102.50</b>              |
| Sanitary Bins (per unit)   | \$35.70  |        | <b>\$35.70</b>               |
| Annual charge  | \$94.55  | \$9.45 | <b>\$104.00</b>              |

### Phoenix Centre

| SERVICE   | PRICE   | GST    | 2017/18<br>TOTAL<br>PRICE \$ |
|---|---------|--------|------------------------------|
| <b>Organisations with Youth focus (per hour)</b>    |         |        |                              |
| The Bunker  | \$16.36 | \$1.64 | <b>\$18.00</b>               |
| The Auditorium                                      | \$19.09 | \$1.91 | <b>\$21.00</b>               |
| The Training room                                   | \$16.36 | \$1.64 | <b>\$18.00</b>               |
| The Community Kitchen                               | \$13.64 | \$1.36 | <b>\$15.00</b>               |
| Computer hub  | \$13.64 | \$1.36 | <b>\$15.00</b>               |
| Meeting room 3                                      | \$13.64 | \$1.36 | <b>\$15.00</b>               |
| Outside area  | \$13.64 | \$1.36 | <b>\$15.00</b>               |
| Splash gallery * Price On Application               | POA     | 10%    | <b>POA</b>                   |
| <b>Organisations without Youth focus (per hour)</b> |         |        |                              |
| The Bunker  | \$40.91 | \$4.09 | <b>\$45.00</b>               |
| The Auditorium                                      | \$55.00 | \$5.50 | <b>\$60.50</b>               |
| The Training room                                   | \$40.91 | \$4.09 | <b>\$45.00</b>               |
| The Community Kitchen                               | \$20.91 | \$2.09 | <b>\$23.00</b>               |
| Computer hub  | \$20.91 | \$2.09 | <b>\$23.00</b>               |
| Meeting room 3                                      | \$20.91 | \$2.09 | <b>\$23.00</b>               |
| Outside area  | \$20.91 | \$2.09 | <b>\$23.00</b>               |
| Splash gallery * Price On Application               | POA     | 10%    | <b>POA</b>                   |
| <b>Not for Profit (per hour)</b>                    |         |        |                              |
| The Bunker  | \$18.18 | \$1.82 | <b>\$20.00</b>               |
| The Auditorium                                      | \$21.82 | \$2.18 | <b>\$24.00</b>               |
| The Training room                                   | \$18.18 | \$1.82 | <b>\$20.00</b>               |
| The Community Kitchen                               | \$16.36 | \$1.64 | <b>\$18.00</b>               |
| Computer hub  | \$16.36 | \$1.64 | <b>\$18.00</b>               |
| Meeting room 3                                      | \$16.36 | \$1.64 | <b>\$18.00</b>               |
| Outside area  | \$16.36 | \$1.64 | <b>\$18.00</b>               |
| Splash gallery * Price On Application               | POA     | 10%    | <b>POA</b>                   |

## Phoenix Centre

| SERVICE   | PRICE    | GST     | 2017/18<br>TOTAL<br>PRICE \$ |
|---|----------|---------|------------------------------|
| <b>Bonds</b>  |          |         |                              |
| Facility  | \$200.00 |         | <b>\$200.00</b>              |
| Key   | \$50.00  |         | <b>\$50.00</b>               |
| Swipe Card  | \$20.00  |         | <b>\$20.00</b>               |
| <b>Package (per day) for multiple rooms &amp; cleaning.</b> |          |         |                              |
| Gig Package - young people only                             | \$240.91 | \$24.09 | <b>\$265.00</b>              |
| Room hire (excludes equipment)                              | \$295.45 | \$29.55 | <b>\$325.00</b>              |
| Room hire (includes equipment)                              | \$386.36 | \$38.64 | <b>\$425.00</b>              |
| Band Memberships (3 months)                                 | \$109.09 | \$10.91 | <b>\$120.00</b>              |
| <b>Other fees (per event)</b>                               |          |         |                              |
| Holiday Program   | \$9.09   | \$0.91  | <b>\$10.00</b>               |

## Library

| SERVICE   | PRICE   | GST    | 2017/18<br>TOTAL<br>PRICE \$ |
|---|---------|--------|------------------------------|
| Reservation charge  | \$1.36  | \$0.14 | <b>\$1.50</b>                |
| Inter library loan fees   | \$16.36 | \$1.64 | <b>\$18.00</b>               |
| Conference room hire Footscray (per hour)                           | \$29.09 | \$2.91 | <b>\$32.00</b>               |
| Conference room hire Footscray (Community Rate per hour)            | \$14.55 | \$1.45 | <b>\$16.00</b>               |
| Meeting room 1 hire Maribyrnong/Highpoint (per hour)                | \$29.09 | \$2.91 | <b>\$32.00</b>               |
| Meeting room 1 hire Maribyrnong/Highpoint (Community Rate per hour) | \$14.55 | \$1.45 | <b>\$16.00</b>               |
| Meeting Room 2 hire Maribyrnong/Highpoint (per hour)                | \$10.00 | \$1.00 | <b>\$11.00</b>               |
| Discussion room hire West Footscray (Commercial rate per hour)      | \$23.64 | \$2.36 | <b>\$26.00</b>               |
| Discussion room hire West Footscray (Community rate per hour)       | \$11.82 | \$1.18 | <b>\$13.00</b>               |
| Discussion room hire Footscray (per hour)                           | \$10.00 | \$1.00 | <b>\$11.00</b>               |
| Photocopies A4 (per page) B&W                                       | \$0.18  | \$0.02 | <b>\$0.20</b>                |
| Photocopies A3 (per page) B&W                                       | \$0.36  | \$0.04 | <b>\$0.40</b>                |
| Photocopies Colour A3 (per page)                                    | \$3.00  | \$0.30 | <b>\$3.30</b>                |
| Photocopies Colour A4 (per page)                                    | \$1.64  | \$0.16 | <b>\$1.80</b>                |
| USB drive (8GB)   | \$9.55  | \$0.95 | <b>\$10.50</b>               |
| Head Phones - Computers   | \$3.18  | \$0.32 | <b>\$3.50</b>                |
| Book sales  | POA     | 10%    | <b>POA</b>                   |
| Fines - Adults (per day)  | \$0.32  | \$0.03 | <b>\$0.35</b>                |
| Fines - Juniors (per day)   | \$0.18  | \$0.02 | <b>\$0.20</b>                |
| Reservation/Registration Fee (children free)                        | \$1.36  | \$0.14 | <b>\$1.50</b>                |
| Replacement cards   | \$3.18  | \$0.32 | <b>\$3.50</b>                |
| Unique Management Fee   | \$13.64 | \$1.36 | <b>\$15.00</b>               |
| Lost and damaged books processing fee                               | POA     | 10%    | <b>POA</b>                   |

## Maidstone Community Centre

| SERVICE   | PRICE               | GST    | 2017/18<br>TOTAL<br>PRICE \$ |
|---|---------------------|--------|------------------------------|
| <b>Commercial users (per hour)</b>  |                     |        |                              |
| Main hall   | \$47.73             | \$4.77 | <b>\$52.50</b>               |
| Green Room  | \$31.82             | \$3.18 | <b>\$35.00</b>               |
| Yellow A  | \$31.82             | \$3.18 | <b>\$35.00</b>               |
| Yellow B  | \$31.82             | \$3.18 | <b>\$35.00</b>               |
| Hall Meeting room   | \$31.82             | \$3.18 | <b>\$35.00</b>               |
| Cottage   | \$31.82             | \$3.18 | <b>\$35.00</b>               |
| Computer Room   | \$31.82             | \$3.18 | <b>\$35.00</b>               |
| Kitchen   | \$17.73             | \$1.77 | <b>\$19.50</b>               |
| Garden  | \$23.64             | \$2.36 | <b>\$26.00</b>               |
| Maidstone Child and Family Centre Community Room                                | \$39.55             | \$3.95 | <b>\$43.50</b>               |
| <b>Commercial package prices (per hour)</b>                                     |                     |        |                              |
| Maidstone Community Centre Hall & Kitchen                                       | \$63.64             | \$6.36 | <b>\$70.00</b>               |
| Maidstone Child and Family Centre - Community room & kitchen                    | \$51.36             | \$5.14 | <b>\$56.50</b>               |
| <b>Commercial equipment hire (per use)</b>                                      |                     |        |                              |
| BBQ   | \$41.82             | \$4.18 | <b>\$46.00</b>               |
| AV projector  | \$41.82             | \$4.18 | <b>\$46.00</b>               |
| TV DVD/VCR  | \$41.82             | \$4.18 | <b>\$46.00</b>               |
| Maidstone Child and Family Centre BBQ   | \$22.73             | \$2.27 | <b>\$25.00</b>               |
| Maidstone child and Family Centre Equipment (Projector, Screen, Blu-ray player) | \$41.82             | \$4.18 | <b>\$46.00</b>               |
| Public liability Insurance  | See Risk Management |        |                              |
| <b>Community users (per hour)</b>   |                     |        |                              |
| Main hall   | \$24.55             | \$2.45 | <b>\$27.00</b>               |
| Green Room  | \$15.91             | \$1.59 | <b>\$17.50</b>               |
| Yellow A  | \$15.91             | \$1.59 | <b>\$17.50</b>               |
| Yellow B  | \$15.91             | \$1.59 | <b>\$17.50</b>               |
| Hall Meeting room   | \$15.91             | \$1.59 | <b>\$17.50</b>               |
| Cottage   | \$15.91             | \$1.59 | <b>\$17.50</b>               |
| Computer Room   | \$15.91             | \$1.59 | <b>\$17.50</b>               |
| Kitchen   | \$9.55              | \$0.95 | <b>\$10.50</b>               |
| Garden  | \$12.27             | \$1.23 | <b>\$13.50</b>               |
| Maidstone Child and Family Centre Community Room                                | \$20.00             | \$2.00 | <b>\$22.00</b>               |
| <b>Community package prices (per hour)</b>                                      |                     |        |                              |
| Maidstone Community Centre Hall & Kitchen                                       | \$31.82             | \$3.18 | <b>\$35.00</b>               |
| Maidstone Child and Family Centre - Community room & kitchen                    | \$23.64             | \$2.36 | <b>\$26.00</b>               |
| <b>Community equipment hire (per use)</b>                                       |                     |        |                              |
| BBQ hire  | 20.91               | 2.09   | <b>\$23.00</b>               |
| AV projector  | 20.91               | 2.09   | <b>\$23.00</b>               |
| TV DVD/VCR  | 20.91               | 2.09   | <b>\$23.00</b>               |
| Maidstone Child and Family Centre BBQ   | 11.82               | 1.18   | <b>\$13.00</b>               |
| Maidstone child and Family Centre Equipment (Projector, Screen, Blu-ray player) | POA                 | 10%    | <b>POA</b>                   |
| Public liability Insurance  | See Risk Management |        |                              |
| <b>Bonds</b>  |                     |        |                              |
| Bonds (Hall hire)   | \$500.00            |        | <b>\$500.00</b>              |
| Bonds (Key hire)  | \$60.00             |        | <b>\$60.00</b>               |

## Maidstone Community Centre

| SERVICE   | PRICE    | GST     | 2017/18<br>TOTAL<br>PRICE \$ |
|---|----------|---------|------------------------------|
| <b>Courses</b>  |          |         |                              |
| Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide. | POA      | 10%     | <b>POA</b>                   |
| <b>Miscellaneous (per page)</b>   |          |         |                              |
| Photocopying A4   | 0.18     | 0.02    | <b>\$0.20</b>                |
| Photocopying A3   | 0.36     | 0.04    | <b>\$0.40</b>                |
| Printing Black & White only   | 0.18     | 0.02    | <b>\$0.20</b>                |
| <b>Commercial users (per hour)</b>  |          |         |                              |
| Main Hall   | \$51.36  | \$5.14  | <b>\$56.50</b>               |
| Large Kitchen & Full dining room  | \$42.27  | \$4.23  | <b>\$46.50</b>               |
| Large Kitchen & half dining room  | \$31.82  | \$3.18  | <b>\$35.00</b>               |
| Half dining room  | \$27.27  | \$2.73  | <b>\$30.00</b>               |
| Recreation room   | \$46.82  | \$4.68  | <b>\$51.50</b>               |
| Training Room - no computer use   | \$31.82  | \$3.18  | <b>\$35.00</b>               |
| Training Room - with computer use   | \$36.36  | \$3.64  | <b>\$40.00</b>               |
| Multi purpose room  | \$36.36  | \$3.64  | <b>\$40.00</b>               |
| OCC Main room   | \$46.82  | \$4.68  | <b>\$51.50</b>               |
| <b>Commercial equipment hire (per use)</b>  |          |         |                              |
| AV projector  | \$41.82  | \$4.18  | <b>\$46.00</b>               |
| <b>Community users (per hour)</b>   |          |         |                              |
| Main Hall   | \$25.45  | \$2.55  | <b>\$28.00</b>               |
| Large Kitchen & Full dining room  | \$20.91  | \$2.09  | <b>\$23.00</b>               |
| Large Kitchen & half dining room  | \$15.91  | \$1.59  | <b>\$17.50</b>               |
| Half dining room  | \$13.18  | \$1.32  | <b>\$14.50</b>               |
| Recreation room   | \$23.64  | \$2.36  | <b>\$26.00</b>               |
| Training Room - no computer use   | \$15.91  | \$1.59  | <b>\$17.50</b>               |
| Training Room - with computer use   | \$17.73  | \$1.77  | <b>\$19.50</b>               |
| Multi purpose room  | \$17.73  | \$1.77  | <b>\$19.50</b>               |
| OCC Main room   | \$23.64  | \$2.36  | <b>\$26.00</b>               |
| <b>Community equipment hire (per use)</b>   |          |         |                              |
| AV projector  | \$20.91  | \$2.09  | <b>\$23.00</b>               |
| <b>Package prices (per hour)</b>  |          |         |                              |
| Main Hall / Large Kitchen / Full Dining   | \$145.45 | \$14.55 | <b>\$160.00</b>              |
| Main Hall / Large Kitchen / Full Dining / Rec Room  | \$184.55 | \$18.45 | <b>\$203.00</b>              |
| <b>Bonds</b>  |          |         |                              |
| Bonds (Hall hire)   | \$500.00 |         | <b>\$500.00</b>              |
| Bonds (Key hire)  | \$60.00  |         | <b>\$60.00</b>               |
| <b>Courses</b>  |          |         |                              |
| Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide. | POA      | 10%     | <b>POA</b>                   |
| <b>Miscellaneous (per page)</b>   |          |         |                              |
| Photocopying A4   | \$0.18   | \$0.02  | <b>\$0.20</b>                |
| Photocopying A3   | \$0.36   | \$0.04  | <b>\$0.40</b>                |
| Printing Black & White only   | \$0.18   | \$0.02  | <b>\$0.20</b>                |
| Public liability Insurance (per event)  | \$36.36  | \$3.64  | <b>\$40.00</b>               |

## Braybrook Community Hub

| SERVICE (PER HOUR)  | PRICE    | GST    | 2017/18<br>TOTAL<br>PRICE \$ |
|---|----------|--------|------------------------------|
| <b>Commercial users (per hour)</b>  |          |        |                              |
| Hall - Meeting Room 1   | \$47.73  | \$4.77 | <b>\$52.50</b>               |
| Meeting Room 2  | \$31.82  | \$3.18 | <b>\$35.00</b>               |
| Meeting Room 3  | \$31.82  | \$3.18 | <b>\$35.00</b>               |
| Tea/ Meeting Room 4 - restricted Use  | \$31.82  | \$3.18 | <b>\$35.00</b>               |
| Meeting Room 5 Interview Room   | \$15.91  | \$1.59 | <b>\$17.50</b>               |
| Meeting Room 6 - Computer Training room   | \$33.64  | \$3.36 | <b>\$37.00</b>               |
| Meeting Room 7  | \$31.82  | \$3.18 | <b>\$35.00</b>               |
| Meeting Room 8  | \$31.82  | \$3.18 | <b>\$35.00</b>               |
| Meeting Room 9 - Sports pavilion  | \$39.55  | \$3.95 | <b>\$43.50</b>               |
| Community Kitchen   | \$17.73  | \$1.77 | <b>\$19.50</b>               |
| <b>Commercial package prices (per hour)</b>   |          |        |                              |
| Main Hall & Kitchen   | \$65.45  | \$6.55 | <b>\$72.00</b>               |
| Sports pavilion and main kitchen  | \$57.27  | \$5.73 | <b>\$63.00</b>               |
| <b>Community users (per hour)</b>   |          |        |                              |
| Hall - Meeting Room 1   | \$23.64  | \$2.36 | <b>\$26.00</b>               |
| Meeting Room 2  | \$15.91  | \$1.59 | <b>\$17.50</b>               |
| Meeting Room 3  | \$15.91  | \$1.59 | <b>\$17.50</b>               |
| Tea/ Meeting Room 4 - restricted Use  | \$15.91  | \$1.59 | <b>\$17.50</b>               |
| Meeting Room 5 Interview Room   | \$7.73   | \$0.77 | <b>\$8.50</b>                |
| Meeting Room 6 - Computer Training room   | \$16.82  | \$1.68 | <b>\$18.50</b>               |
| Meeting Room 7  | \$15.91  | \$1.59 | <b>\$17.50</b>               |
| Meeting Room 8  | \$15.91  | \$1.59 | <b>\$17.50</b>               |
| Meeting Room 9 - Sports pavilion  | \$20.00  | \$2.00 | <b>\$22.00</b>               |
| Community Kitchen   | \$8.64   | \$0.86 | <b>\$9.50</b>                |
| <b>Community package prices (per hour)</b>  |          |        |                              |
| Main Hall & Kitchen   | \$29.09  | \$2.91 | <b>\$32.00</b>               |
| Sports pavilion and main kitchen  | \$25.91  | \$2.59 | <b>\$28.50</b>               |
| <b>Bonds</b>  |          |        |                              |
| Bonds (Hall hire)   | \$500.00 |        | <b>\$500.00</b>              |
| Bonds (Key hire)  | \$60.00  |        | <b>\$60.00</b>               |
| <b>Courses (per event)</b>  |          |        |                              |
| Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide. | POA      | 10%    | <b>POA</b>                   |
| <b>Miscellaneous (per page)</b>   |          |        |                              |
| Photocopying A4   | \$0.18   | \$0.02 | <b>\$0.20</b>                |
| Photocopying A3   | \$0.36   | \$0.04 | <b>\$0.40</b>                |
| Printing Black & White only   | \$0.18   | \$0.02 | <b>\$0.20</b>                |
| Insurance - Risk management (per event)   | \$36.36  | \$3.64 | <b>\$40.00</b>               |

## Maribyrnong Aquatic Centre

| SERVICE  | PRICE    | GST     | 2017/18<br>TOTAL<br>PRICE \$ |
|--|----------|---------|------------------------------|
| <b>Casual visits</b>   |          |         |                              |
| Adult Entry  | \$6.18   | \$0.62  | <b>\$6.80</b>                |
| 10 visit pass Adult  | \$57.27  | \$5.73  | <b>\$63.00</b>               |
| 50 visit pass Adult  | \$254.55 | \$25.45 | <b>\$280.00</b>              |
| Child Entry  | \$5.00   | \$0.50  | <b>\$5.50</b>                |
| 10 visit pass Child  | \$43.64  | \$4.36  | <b>\$48.00</b>               |
| 50 visit pass Child  | \$190.91 | \$19.09 | <b>\$210.00</b>              |
| Pensioner/Concession   | \$5.27   | \$0.53  | <b>\$5.80</b>                |
| 10 visit pass Pensioner/Concession   | \$47.27  | \$4.73  | <b>\$52.00</b>               |
| 50 visit pass Pensioner/Concession   | \$200.00 | \$20.00 | <b>\$220.00</b>              |
| Family Entry   | \$20.00  | \$2.00  | <b>\$22.00</b>               |
| 10 visit pass Family   | \$163.64 | \$16.36 | <b>\$180.00</b>              |
| Swim/Sauna/Spa/Steam (S/S/S/S)   | \$10.91  | \$1.09  | <b>\$12.00</b>               |
| 10 visit pass S/S/S/S  | \$104.55 | \$10.45 | <b>\$115.00</b>              |
| Pensioner/Concession (S/S/S/S)   | \$8.64   | \$0.86  | <b>\$9.50</b>                |
| 10 visit pass Pensioner/Concession (S/S/S/S)   | \$81.82  | \$8.18  | <b>\$90.00</b>               |
| Gymnasium Inc. S/S/S/S & Locker (S/S/S/S/L)  | \$24.09  | \$2.41  | <b>\$26.50</b>               |
| Gymnasium Inc. S/S/S/S/L - Concession  | \$20.45  | \$2.05  | <b>\$22.50</b>               |
| Gymnasium Inc. S/S/S/S/L 10 visit  | \$209.09 | \$20.91 | <b>\$230.00</b>              |
| Gymnasium Inc. S/S/S/S/L 10 visit - Concession   | \$172.73 | \$17.27 | <b>\$190.00</b>              |
| Women's Night - Adult  | \$7.73   | \$0.77  | <b>\$8.50</b>                |
| Women's Night - Concession   | \$6.91   | \$0.69  | <b>\$7.60</b>                |
| Women's Night - Child  | \$5.00   | \$0.50  | <b>\$5.50</b>                |
| Women's Night - Swimming Lesson 5 visit pass   | \$25.00  |         | <b>\$25.00</b>               |
| Women's Night - Family   | \$22.73  | \$2.27  | <b>\$25.00</b>               |
| Women's Night - Adult 10 Visit   | \$72.73  | \$7.27  | <b>\$80.00</b>               |
| Women's Night - Concession 10 Visit  | \$63.64  | \$6.36  | <b>\$70.00</b>               |
| Women's Night - Child 10 Visit   | \$45.45  | \$4.55  | <b>\$50.00</b>               |
| Women's Night - Family 10 Visit  | \$200.00 | \$20.00 | <b>\$220.00</b>              |
| <b>Pool hire</b>   |          |         |                              |
| Per Lane 25m + entry \$3.50 per person \$5.50 S/S/S  | \$40.91  | \$4.09  | <b>\$45.00</b>               |
| Per Lane 25m + entry \$3.50 per person \$5.50 S/S/S  | \$81.82  | \$8.18  | <b>\$90.00</b>               |
| Centre Per Hour P.O.A  | POA      | 10%     | <b>POA</b>                   |
| <b>School lessons - up to 31st Dec. within City Of Maribyrnong - (teacher to student ratio)</b>  |          |         |                              |
| Ratio 1:8 (teacher to student)   | \$5.20   |         | <b>\$5.20</b>                |
| Ratio 1:10   | \$4.55   |         | <b>\$4.55</b>                |
| Ratio 1:12   | \$4.25   |         | <b>\$4.25</b>                |
| <b>School lessons - up to 31st Dec. outside City of Maribyrnong - (teacher to student ratio)</b> |          |         |                              |
| Ratio 1:8  | \$5.30   |         | <b>\$5.30</b>                |
| Ratio 1:10   | \$4.65   |         | <b>\$4.65</b>                |
| Ratio 1:12   | \$4.35   |         | <b>\$4.35</b>                |
| <b>Private swim lessons - (direct debit fortnightly payment)</b>                                 |          |         |                              |
| Swim Lesson (per fortnight)  | \$29.50  |         | <b>\$29.50</b>               |
| Swim Lesson - Concession (per fortnight)   | \$25.10  |         | <b>\$25.10</b>               |
| Rehabilitation/Disability program (per fortnight)  | \$34.00  |         | <b>\$34.00</b>               |
| Rehabilitation/Disability program - Concession (per fortnight)                                   | \$26.00  |         | <b>\$26.00</b>               |



## Maribyrnong Aquatic Centre

| SERVICE  | PRICE    | GST     | 2017/18<br>TOTAL<br>PRICE \$ |
|--|----------|---------|------------------------------|
| <b>School lessons - from 1st Jan. Within City Of Maribyrnong - (Teacher to Student ratio)</b>  |          |         |                              |
| Ratio 1:8  | \$5.90   |         | <b>\$5.90</b>                |
| Ratio 1:10   | \$5.25   |         | <b>\$5.25</b>                |
| Ratio 1:12   | \$4.95   |         | <b>\$4.95</b>                |
| <b>School Lessons - from 1st Jan. outside City Of Maribyrnong - (teacher to student ratio)</b> |          |         |                              |
| Ratio 1:8  | \$6.00   |         | <b>\$6.00</b>                |
| Ratio 1:10   | \$5.35   |         | <b>\$5.35</b>                |
| Ratio 1:12   | \$5.05   |         | <b>\$5.05</b>                |
| <b>Centre member's child care</b>  |          |         |                              |
| 1 child (Swim Lesson time only) 1 hour.  | \$5.50   |         | <b>\$5.50</b>                |
| 10 visit pass (Swim Lesson time only) 1 hour.  | \$48.00  |         | <b>\$48.00</b>               |
| 1 child per 1 1/2 hour   | \$7.50   |         | <b>\$7.50</b>                |
| 10 visit pass  | \$65.00  |         | <b>\$65.00</b>               |
| 1 child per 4.25 hours   | \$23.00  |         | <b>\$23.00</b>               |
| 10 visit pass  | \$180.00 |         | <b>\$180.00</b>              |
| 3 or more children 15% off total fee   |          |         |                              |
| Registration Fee   | \$15.00  |         | <b>\$15.00</b>               |
| Late Fee per 15 minutes  | \$15.00  |         | <b>\$15.00</b>               |
| <b>Non member's occasional child care</b>  |          |         |                              |
| 1 child per hour.  | \$13.50  |         | <b>\$13.50</b>               |
| 10 visit pass per hour.  | \$110.00 |         | <b>\$110.00</b>              |
| 1 child per 4.25 hours   | \$40.00  |         | <b>\$40.00</b>               |
| 10 visit pass  | \$355.00 |         | <b>\$355.00</b>              |
| 3 or more children 15% off total fee   |          |         |                              |
| Registration Fee   | \$15.00  |         | <b>\$15.00</b>               |
| Late Fee per 15 minutes  | \$15.00  |         | <b>\$15.00</b>               |
| <b>Programs</b>  |          |         |                              |
| Group Exercise Classes   | \$15.45  | \$1.55  | <b>\$17.00</b>               |
| Group Exercise Classes Concession  | \$13.64  | \$1.36  | <b>\$15.00</b>               |
| 10 visit pass  | \$136.36 | \$13.64 | <b>\$150.00</b>              |
| 10 visit pass - Concession   | \$118.18 | \$11.82 | <b>\$130.00</b>              |
| Senior classes inc. S/S/S/S  | \$8.64   | \$0.86  | <b>\$9.50</b>                |
| 10 visit pass  | \$77.27  | \$7.73  | <b>\$85.00</b>               |
| Members add on class   | \$7.27   | \$0.73  | <b>\$8.00</b>                |
| Members add on class 10 visit pass   | \$59.09  | \$5.91  | <b>\$65.00</b>               |
| <b>Memberships</b>   |          |         |                              |
| Health Club 6 months   | \$590.00 | \$59.00 | <b>\$649.00</b>              |
| Health Club 12 months  | \$850.00 | \$85.00 | <b>\$935.00</b>              |
| Aquatics Plus 6 month  | \$471.82 | \$47.18 | <b>\$519.00</b>              |
| Aquatics Plus 12 month   | \$680.91 | \$68.09 | <b>\$749.00</b>              |
| Locker 6 month   | \$122.73 | \$12.27 | <b>\$135.00</b>              |
| Locker 12 month  | \$180.91 | \$18.09 | <b>\$199.00</b>              |
| Ultimate 3 month   | \$518.18 | \$51.82 | <b>\$570.00</b>              |
| Ultimate 6 month   | \$659.09 | \$65.91 | <b>\$725.00</b>              |
| Ultimate 12 month  | \$953.64 | \$95.36 | <b>\$1,049.00</b>            |
| Off-Peak 6 month   | \$499.09 | \$49.91 | <b>\$549.00</b>              |
| Off-Peak 12 month  | \$704.55 | \$70.45 | <b>\$775.00</b>              |
| Seniors membership   | \$499.09 | \$49.91 | <b>\$549.00</b>              |



## Maribyrnong Aquatic Centre

| SERVICE  | PRICE    | GST     | 2017/18<br>TOTAL<br>PRICE \$ |
|--|----------|---------|------------------------------|
| Child Swimming 12 Months                                   | \$253.64 | \$25.36 | <b>\$279.00</b>              |
| Active Teens - 3 months                                    | \$163.64 | \$16.36 | <b>\$180.00</b>              |
| Active Teens - 6 months                                    | \$227.27 | \$22.73 | <b>\$250.00</b>              |
| Active Teens -12 months                                    | \$418.18 | \$41.82 | <b>\$460.00</b>              |
| Gym & Swim Rehab - 3 months                                | \$372.73 | \$37.27 | <b>\$410.00</b>              |
| Aquatics Plus Rehab - 3 months                             | \$372.73 | \$37.27 | <b>\$410.00</b>              |
| Ultimate Rehabilitation                                    | \$472.73 | \$47.27 | <b>\$520.00</b>              |
| Administration Fee - Refund                                | \$54.55  | \$5.45  | <b>\$60.00</b>               |
| Council memberships per fortnight                          | \$20.00  | \$2.00  | <b>\$22.00</b>               |
| *Renewal discount 10% for 3 years + consecutive M'ship     | POA      | 10%     | <b>POA</b>                   |
| **Concession Discount on Memberships - 15%                 | POA      | 10%     | <b>POA</b>                   |
| <b>Membership direct debit</b>                             |          |         |                              |
| Joining Fee  | \$77.27  | \$7.73  | <b>\$85.00</b>               |
| Ultimate direct debit per fortnight                        | \$36.32  | \$3.63  | <b>\$39.95</b>               |
| Off Peak direct debit per fortnight                        | \$27.23  | \$2.72  | <b>\$29.95</b>               |
| Health Club direct debit per fortnight                     | \$31.77  | \$3.18  | <b>\$34.95</b>               |
| Aquatics plus direct debit per fortnight                   | \$27.23  | \$2.72  | <b>\$29.95</b>               |
| Results Membership direct debit per fortnight min 6 debits | \$109.05 | \$10.90 | <b>\$119.95</b>              |
| Seniors direct debit per fortnight                         | \$19.05  | \$1.90  | <b>\$20.95</b>               |
| Teen Active direct debit per fortnight                     | \$17.23  | \$1.72  | <b>\$18.95</b>               |
| Locker direct debit per fortnight                          | \$8.14   | \$0.81  | <b>\$8.95</b>                |
| *Renewal discount 10% for 3 years + consecutive M'ship     | POA      | 10%     | <b>POA</b>                   |
| **Concession Discount on Memberships - 15%                 | POA      | 10%     | <b>POA</b>                   |
| <b>Personal training</b>                                   |          |         |                              |
| 1/2 Hour Session - Members                                 | \$38.18  | \$3.82  | <b>\$42.00</b>               |
| 12 Session Pack - Members                                  | \$381.82 | \$38.18 | <b>\$420.00</b>              |
| 1 Hour Session - Members                                   | \$61.82  | \$6.18  | <b>\$68.00</b>               |
| 12 Session Pack - Members                                  | \$618.18 | \$61.82 | <b>\$680.00</b>              |
| Partner PT 30min session- Members                          | \$52.73  | \$5.27  | <b>\$58.00</b>               |
| Partner PT 60min session- Members                          | \$70.91  | \$7.09  | <b>\$78.00</b>               |
| Team PT 60min session - Members per person                 | \$27.27  | \$2.73  | <b>\$30.00</b>               |
| Results Membership Inc PT 3 months                         | \$750.00 | \$75.00 | <b>\$825.00</b>              |
| 1/2 Hour Session - Casual                                  | \$52.73  | \$5.27  | <b>\$58.00</b>               |
| 1 Hour Session - Casual                                    | \$70.91  | \$7.09  | <b>\$78.00</b>               |
| <b>Birthday parties</b>                                    |          |         |                              |
| Birthday Party - Per Child No Food                         | \$17.27  | \$1.73  | <b>\$19.00</b>               |
| <b>Wages recovery - swim centre etc.</b>                   | POA      | 10%     | <b>POA</b>                   |
| <b>Product sales - retail</b>                              | POA      | 10%     | <b>POA</b>                   |

## Park/Equipment Hire Fees

| SERVICE   | PRICE      | GST      | 2017/18<br>TOTAL<br>PRICE \$ |
|---|------------|----------|------------------------------|
| <b>Park Booking (per day)</b>   |            |          |                              |
| Wedding Ceremony  | \$140.91   | \$14.09  | <b>\$155.00</b>              |
| Private activity - Individual/Family/Corporate Functions              | \$81.82    | \$8.18   | <b>\$90.00</b>               |
| Community activity (50-150 people)                                    | \$61.82    | \$6.18   | <b>\$68.00</b>               |
| Commercial use (minimum)  | \$1,454.55 | \$145.45 | <b>\$1,600.00</b>            |
| Commercial use (high community benefit)                               | \$122.73   | \$12.27  | <b>\$135.00</b>              |
| Public Liability  | \$22.73    | \$2.27   | <b>\$25.00</b>               |
| Access through Reserve *from \$120                                    | \$145.00   |          | <b>\$145.00</b>              |
| <b>Event permit (per day)</b>   |            |          |                              |
| Community/charity event permit  | \$135.00   |          | <b>\$135.00</b>              |
| Private activity event permit - Individual/Family/Corporate Functions | \$180.00   |          | <b>\$180.00</b>              |
| Commercial event permit (minimum)                                     | \$1,380.00 |          | <b>\$1,380.00</b>            |
| Commercial event permit (high community benefit)                      | \$325.00   |          | <b>\$325.00</b>              |
| <b>Bond fees</b>  |            |          |                              |
| Community use - (per day minimum)                                     | \$205.00   |          | <b>\$205.00</b>              |
| Private Activities - Individual/Family                                | \$205.00   |          | <b>\$205.00</b>              |
| Private Activities - Business/Corporate Functions (minimum)           | \$3,300.00 |          | <b>\$3,300.00</b>            |
| Corporate or commercial use (minimum)                                 | \$3,300.00 |          | <b>\$3,300.00</b>            |
| <b>Personal trainers (per 6 month booking)</b>                        |            |          |                              |
| Category 1: 3-5 participates  | \$168.00   |          | <b>\$168.00</b>              |
| Category 2: 6-15 participates   | \$460.00   |          | <b>\$460.00</b>              |
| Category 3: 16-40 participates  | \$1,320.00 |          | <b>\$1,320.00</b>            |
| Crown Land Licence  | \$100.00   |          | <b>\$100.00</b>              |
| Crown Land Individual Use fee (Per Participant) Under Review          | POA        |          | <b>POA</b>                   |
| <b>Sport Grounds and Pavilions</b>                                    |            |          |                              |
| <b>Type of use</b>  |            |          |                              |
| Corporate or commercial use (per event / weekend)                     | \$3,545.45 | \$354.55 | <b>\$3,900.00</b>            |
| Corporate or commercial use (High Community Benefit) (per day)        | \$268.18   | \$26.82  | <b>\$295.00</b>              |
| Seasonal fees in accordance with Council Policy (adopted August 2008) | POA        | 10%      | <b>POA</b>                   |
| Casual hire of Grounds (Per day - 2 Sessions)                         | \$86.36    | \$8.64   | <b>\$95.00</b>               |
| Casual hire of Pavilions (Per day - 2 Sessions)                       | \$86.36    | \$8.64   | <b>\$95.00</b>               |

## ARTS & CULTURE SERVICE

### Bluestone Church Arts Venue

| SERVICE  | PRICE    | GST     | 2017/18<br>TOTAL<br>PRICE \$ |
|--|----------|---------|------------------------------|
| Hire Hall Fee (per day - Under 8.5 hours) Non profit     | \$54.55  | \$5.45  | <b>\$60.00</b>               |
| Hire Hall Fee (per day - Under 8.5 hours) Commercial     | \$81.82  | \$8.18  | <b>\$90.00</b>               |
| Hire Hall Fee (per day - Over 8.5 hours) Non profit      | \$72.73  | \$7.27  | <b>\$80.00</b>               |
| Hire Hall Fee (per day - Over 8.5 hours) Commercial      | \$113.64 | \$11.36 | <b>\$125.00</b>              |
| Hire Hall Fee (per week) Non Profit                      | \$272.73 | \$27.27 | <b>\$300.00</b>              |
| Hire Hall Fee (per week) Commercial                      | \$409.09 | \$40.91 | <b>\$450.00</b>              |
| Insurance Cost Recovery (per use - casual hirers)        | \$22.73  | \$2.27  | <b>\$25.00</b>               |
| Insurance Cost Recovery (per use - artists in residence) | \$104.55 | \$10.45 | <b>\$115.00</b>              |
| Public Address (PA) System Fee (per day)                 | \$31.82  | \$3.18  | <b>\$35.00</b>               |

|                   |          |         |                 |
|-------------------|----------|---------|-----------------|
| PA Fee (per week) | \$104.55 | \$10.45 | <b>\$115.00</b> |
| Security Bond     | \$200.00 |         | <b>\$200.00</b> |

## CORPORATE SERVICES

### Customer Service & Civic Facilities

| SERVICE  |  | PRICE    | GST     | 2017/18<br>TOTAL<br>PRICE \$ |
|--|--|----------|---------|------------------------------|
| <b>Reception Room hire (per hour)</b>                                  |  |          |         |                              |
| Hire of Reception Room   | Mon-Fri 8.30am to 5pm per hour                         | \$54.77  | \$5.48  | <b>\$60.25</b>               |
| Hire of Reception Room - Subsidised Not for Profit Organisations (NPO) | Mon- Fri 8.30am- 5pm per hour                          | \$19.91  | \$1.99  | <b>\$21.90</b>               |
| Hire of Reception Room   | Mon-Fri 5pm to 11pm and 8.30am- 11pm weekends per hour | \$84.73  | \$8.47  | <b>\$93.20</b>               |
| Hire of Reception Room - Subsidised (NPO)                              | Mon-Fri 5pm to 11pm and 8.30am- 11pm weekends per hour | \$49.82  | \$4.98  | <b>\$54.80</b>               |
| * Standard bond  | Per booking  | \$194.91 | \$19.49 | <b>\$214.40</b>              |
| Insurance - not for profit and community groups                        | Per booking  | \$24.36  | \$2.44  | <b>\$26.80</b>               |
| <b>Town Hall meeting room hire (per hour)</b>                          |  |          |         |                              |
| Hire of Town Hall meeting rooms  | Mon-Fri 8.30am to 5pm per hour                         | \$29.91  | \$2.99  | <b>\$32.90</b>               |
| Hire of Town Hall meeting rooms - subsidised (NPO)                     | Mon- Fri 8.30am- 5pm per hour                          | \$14.91  | \$1.49  | <b>\$16.40</b>               |
| Hire of Town Hall meeting rooms  | Mon-Fri 5pm to 11pm and 8.30am- 11pm weekends per hour | \$59.73  | \$5.97  | <b>\$65.70</b>               |
| Hire of Town Hall meeting rooms - subsidised (NPO)                     | Mon-Fri 5pm to 11pm and 8.30am- 11pm weekends per hour | \$44.82  | \$4.48  | <b>\$49.30</b>               |
| Bond   | Per booking  | \$97.45  | \$9.75  | <b>\$107.20</b>              |
| Insurance - not for profit and community groups                        | Per booking  | \$23.64  | \$2.36  | <b>\$26.00</b>               |
| Equipment hire   | Lights and AV per week                                 | POA      | 10%     | <b>POA</b>                   |

### Information Requests

| SERVICE  | PRICE   | GST    | 2017/18<br>TOTAL<br>PRICE \$ |
|--|---------|--------|------------------------------|
| Application fee (per application)              | \$27.90 |        | <b>\$27.90</b>               |
| Supervision charges (per quarter hour).        | \$5.00  |        | <b>\$5.00</b>                |
| Search charges (per hour)                      | \$20.40 |        | <b>\$20.40</b>               |
| A4 copy charges per copy FOI                   | \$0.20  |        | <b>\$0.20</b>                |
| <b>Sale of information</b>                     |         |        |                              |
| Photocopying - Information Requests (per copy) | \$0.18  | \$0.02 | <b>\$0.20</b>                |

## Revenue Services

| SERVICE   | PRICE    | GST | 2017/18<br>TOTAL<br>PRICE \$ |
|---|----------|-----|------------------------------|
| <b>Rates Office</b>                                   |          |     |                              |
| Title Information (per title)                         | \$75.00  |     | <b>\$75.00</b>               |
| Viewing of sales register (per viewing)               | \$70.00  |     | <b>\$70.00</b>               |
| Land Information Certificates (LIC) (per certificate) | \$24.75  |     | <b>\$24.75</b>               |
| LIC "Urgent 24 hour processing" (per request)         | \$130.00 |     | <b>\$130.00</b>              |

## PLANNING SERVICES

### Activation & Relationship Management Festivals

| SERVICE                                     | PRICE       | GST        | 2017/18<br>TOTAL<br>PRICE \$ |
|---|-------------|------------|------------------------------|
| Festival - commercial fees (per event)      | \$30,000.00 | \$3,000.00 | <b>\$33,000.00</b>           |
| Festival - commercial site bond (per event) | \$10,000.00 |            | <b>\$10,000.00</b>           |
| Food vans (per event)                       | \$400.00    | \$40.00    | <b>\$440.00</b>              |
| Creative containers bond (per event)        | \$200.00    |            | <b>\$200.00</b>              |

### Parking and Local Laws

| SERVICE   | PRICE    | GST | 2017/18<br>TOTAL<br>PRICE \$ |
|---|----------|-----|------------------------------|
| <b>Local Laws</b>   |          |     |                              |
| Inspection fee for Circus, Carnivals & Festivals                  | \$82.00  |     | <b>\$82.00</b>               |
| Filming Permits first day inclusive of application fee            | \$615.00 |     | <b>\$615.00</b>              |
| Each second and subsequent days of filming                        | \$310.00 |     | <b>\$310.00</b>              |
| Filming parking bay fee (per bay)                                 | \$57.00  |     | <b>\$57.00</b>               |
| Traffic management plans review (per hour)                        | \$77.00  |     | <b>\$77.00</b>               |
| Inspection fee for Heavy Vehicular Permit                         | \$82.00  |     | <b>\$82.00</b>               |
| Inspection fee for Camping Permit                                 | \$82.00  |     | <b>\$82.00</b>               |
| Inspection fee for Open Air Burning                               | \$82.00  |     | <b>\$82.00</b>               |
| Inspection fee for Camping on Roads                               | \$308.00 |     | <b>\$308.00</b>              |
| Inspection fee for Building Site Fee                              | \$145.00 |     | <b>\$145.00</b>              |
| Impound Fee for Abandoned Vehicles                                | \$455.00 |     | <b>\$455.00</b>              |
| Daily storage fee Abandon Vehicle and other items                 | \$47.00  |     | <b>\$47.00</b>               |
| Release fee for shopping trolleys                                 | \$108.00 |     | <b>\$108.00</b>              |
| Impound Fee for Seized items                                      | \$450.00 |     | <b>\$450.00</b>              |
| <b>Local Laws permits</b>   |          |     |                              |
| Goods on footway (small item)                                     | \$170.00 |     | <b>\$170.00</b>              |
| Goods on footway  | \$325.00 |     | <b>\$325.00</b>              |
| A Boards (standard)   | \$113.00 |     | <b>\$113.00</b>              |
| A Boards (large)  | \$170.00 |     | <b>\$170.00</b>              |
| A Boards (extra large)  | \$325.00 |     | <b>\$325.00</b>              |
| Tables & chairs (per set)   | \$170.00 |     | <b>\$170.00</b>              |
| Permit for more than 3 Animals (Other than Restricted breed dogs) | \$47.00  |     | <b>\$47.00</b>               |
| Permit for other animals (once off fee)                           | \$47.00  |     | <b>\$47.00</b>               |

## Parking and Local Laws

| SERVICE  | PRICE      | GST | 2017/18<br>TOTAL<br>PRICE \$ |
|--|------------|-----|------------------------------|
| Permit for more than 3 Restricted Breed Dogs   | \$600.00   |     | <b>\$600.00</b>              |
| Rubbish skip non commercial shopping centres (up to and including 3 days)                        | \$52.00    |     | <b>\$52.00</b>               |
| Rubbish skip non commercial shopping centres (per day, four days or more)                        | \$25.00    |     | <b>\$25.00</b>               |
| Rubbish skips (commercial shopping centres per day)  | \$55.00    |     | <b>\$55.00</b>               |
| Rubbish skips ( additional days to max of 7 days)  | \$22.00    |     | <b>\$22.00</b>               |
| Shipping containers on council land (3 days)   | \$125.00   |     | <b>\$125.00</b>              |
| Storage of building materials on Council land (per day)  | \$30.00    |     | <b>\$30.00</b>               |
| Itinerant trader (per day)   | \$30.00    |     | <b>\$30.00</b>               |
| Mobile Food Vendor Permit (Daily)  | \$195.00   |     | <b>\$195.00</b>              |
| Special Mobile Food Vendor Permit (site specific tendered)                                       | \$3,550.00 |     | <b>\$3,550.00</b>            |
| Standard Mobile Food Vendor Permit   | \$2,550.00 |     | <b>\$2,550.00</b>            |
| Sale of abandon vehicles   | POA        | 10% | <b>POA</b>                   |
| <b>Resident Parking Permit</b>   |            |     |                              |
| 1st resident permit (valid for 1 year)   | Free       |     | <b>Free</b>                  |
| 2nd resident permit (valid for 1 year)   | \$55.00    |     | <b>\$55.00</b>               |
| 3rd resident permit (valid for 1 year)   | \$80.00    |     | <b>\$80.00</b>               |
| 1st Visitor permit (valid for 1 year)  | \$45.00    |     | <b>\$45.00</b>               |
| 2st Visitor permit (valid for 1 year)  | \$65.00    |     | <b>\$65.00</b>               |
| Replacement of "lost" visitor permit   | \$80.00    |     | <b>\$80.00</b>               |
| Special purpose parking permit (per bay/per day)   | \$20.00    |     | <b>\$20.00</b>               |
| Hospital South Carpark (HSCP) staff permit (Daily rate)  | \$6.00     |     | <b>\$6.00</b>                |
| Private residential parking permit short term  | \$11.00    |     | <b>\$11.00</b>               |
| Private residential parking permit 1 year  | \$25.00    |     | <b>\$25.00</b>               |
| Workzone Construction Permit(Restricted non Commercial) per day per bay                          | \$20.00    |     | <b>\$20.00</b>               |
| Workzone Construction Permit(Commercial Shopping Strip) per day per bay                          | \$30.00    |     | <b>\$30.00</b>               |
| Workzone Construction Permit(Unrestricted) per day per bay                                       | \$15.00    |     | <b>\$15.00</b>               |
| Residential Tradespersons Permit (restricted) per vehicle max 4 weeks                            | \$21.00    |     | <b>\$21.00</b>               |
| Residential Tradespersons Permit (non restricted) per vehicle max 4 weeks                        | \$11.00    |     | <b>\$11.00</b>               |
| Special Function Parking Permit 20 per event (Each)  | \$11.00    |     | <b>\$11.00</b>               |
| <b>Infringements (set by State Govt.)</b>  |            |     |                              |
| <b>Animal registration</b>   |            |     |                              |
| Unsterilised dogs  | \$165.00   |     | <b>\$165.00</b>              |
| Reduced fee dogs (mandatory 1/3 of full fee or less)   | \$55.00    |     | <b>\$55.00</b>               |
| Eligible recipients unsterilised dog*  | \$85.00    |     | <b>\$85.00</b>               |
| Eligible recipients (reduced fee) dogs*  | \$30.00    |     | <b>\$30.00</b>               |
| Dangerous Dog registration   | \$210.00   |     | <b>\$210.00</b>              |
| Unsterilised cats  | \$165.00   |     | <b>\$165.00</b>              |
| Reduced fee cats (mandatory 1/3 of full fee or less)   | \$55.00    |     | <b>\$55.00</b>               |
| Eligible recipients unsterilised cats*   | \$85.00    |     | <b>\$85.00</b>               |
| Eligible recipients reduced fee cats*  | \$30.00    |     | <b>\$30.00</b>               |
| Fee to view registration register  | \$40.00    |     | <b>\$40.00</b>               |
| Copy fee to obtain certificate of registration (per record)                                      | \$70.00    |     | <b>\$70.00</b>               |
| Registration / Renewal of Domestic Animal Business   | \$155.00   |     | <b>\$155.00</b>              |
| * Eligible recipient covers a range of people that may have health care cards, aged animals etc. |            |     |                              |

## Parking and Local Laws

| SERVICE  | PRICE   | GST      | 2017/18<br>TOTAL<br>PRICE \$ |
|--|---------|----------|------------------------------|
| <b>Pay &amp; Display ticket machines</b>             |         |          |                              |
| Rates per policy between \$0.50 and \$3.00 per hour. | various | plus 10% | <b>\$0.50 to \$3.00</b>      |
| CBD area (per hour)                                  | \$1.91  | \$0.19   | <b>\$2.10</b>                |
| Victorian University of Technology (VUT) (per hour)  | \$2.00  | \$0.20   | <b>\$2.20</b>                |
| VUT (per day)  | \$5.09  | \$0.51   | <b>\$5.60</b>                |
| Saltwater precinct (per hour)                        | \$1.91  | \$0.19   | <b>\$2.10</b>                |
| Saltwater precinct (per day)                         | \$6.55  | \$0.65   | <b>\$7.20</b>                |
| Hospital precincts (per hour)                        | \$2.36  | \$0.24   | <b>\$2.60</b>                |
| Hospital precincts (per day)                         | \$8.64  | \$0.86   | <b>\$9.50</b>                |
| Hospital South Carpark (HSCP) (per day)              | \$8.64  | \$0.86   | <b>\$9.50</b>                |
| Hospital South Carpark (HSCP) (per hour)             | \$2.36  | \$0.24   | <b>\$2.60</b>                |

## Building Services

| SERVICE   | APPLICATION<br>FEE | GST      | 2017/18<br>TOTAL<br>PRICE |
|---|--------------------|----------|---------------------------|
| <b>Residential (Class 1 and 10)</b>   |                    |          |                           |
| Demolish detached dwelling  | \$1,090.91         | \$109.09 | <b>\$1,200.00</b>         |
| Demolish attached dwelling  | \$1,318.18         | \$131.82 | <b>\$1,450.00</b>         |
| Demolish outbuilding  | \$681.82           | \$68.18  | <b>\$750.00</b>           |
| Swimming pool including barrier to AS 1926                                  | \$1,818.18         | \$181.82 | <b>\$2,000.00</b>         |
| Fences  | \$663.64           | \$66.36  | <b>\$730.00</b>           |
| Carport/garage <\$20,000  | \$863.64           | \$86.36  | <b>\$950.00</b>           |
| Carport/garage >\$20,000  | \$1,090.91         | \$109.09 | <b>\$1,200.00</b>         |
| Alterations and additions to dwelling <\$100,000                            | \$1,318.18         | \$131.82 | <b>\$1,450.00</b>         |
| Alterations and additions to dwelling \$100,001-\$200,000                   | \$1,545.45         | \$154.55 | <b>\$1,700.00</b>         |
| Alterations and additions to dwelling \$200,001-\$300,000                   | \$1,818.18         | \$181.82 | <b>\$2,000.00</b>         |
| Alterations and additions to dwelling >\$300,001                            | \$2,227.27         | \$222.73 | <b>\$2,450.00</b>         |
| New dwelling <\$250,000   | \$2,272.73         | \$227.27 | <b>\$2,500.00</b>         |
| New dwelling \$250,001-\$500,000  | \$2,818.18         | \$281.82 | <b>\$3,100.00</b>         |
| New dwelling >\$500,000   | \$3,181.82         | \$318.18 | <b>\$3,500.00</b>         |
| Multiple dwellings (2)  | \$4,545.45         | \$454.55 | <b>\$5,000.00</b>         |
| Multiple dwellings (3)  | \$5,000.00         | \$500.00 | <b>\$5,500.00</b>         |
| Multiple dwellings (4+)   | \$5,909.09         | \$590.91 | <b>\$6,500.00</b>         |
| Amendment to building permit  | \$500.00           | \$50.00  | <b>\$550.00</b>           |
| Extension of time to building permit  | \$318.18           | \$31.82  | <b>\$350.00</b>           |
| Lapsed permit renewal (Class 1 or 10)                                       | \$500.00           | \$50.00  | <b>\$550.00</b>           |
| Residential & outbuildings inspections (Additional)                         | \$200.91           | \$20.09  | <b>\$221.00</b>           |
| Issue Occupancy Permit (1 dwelling)   | \$909.09           | \$90.91  | <b>\$1,000.00</b>         |
| Inspection, report and statement of compliance for subdivision (1 dwelling) | \$909.09           | \$90.91  | <b>\$1,000.00</b>         |
| <b>Commercial and industrial (Class 2-9)</b>                                |                    |          |                           |
| Internal alterations to apartment (Class 2)                                 | \$1,136.36         | \$113.64 | <b>\$1,250.00</b>         |
| Shop fitout <\$100,000  | \$1,181.82         | \$118.18 | <b>\$1,300.00</b>         |
| Shop fitout \$100,001-\$200,000   | \$1,409.09         | \$140.91 | <b>\$1,550.00</b>         |

## Building Services

| SERVICE   | APPLICATION FEE                      | GST      | 2017/18 TOTAL PRICE              |
|---|--------------------------------------|----------|----------------------------------|
| Shop fitout >\$200,001  | \$1,636.36                           | \$163.64 | <b>\$1,800.00</b>                |
| Alterations/additions/new buildings up to \$40,000  | \$818.18                             | \$81.82  | <b>\$900.00</b>                  |
| Alterations/additions/new buildings up to \$40,001-\$100,000  | \$ value x<br>(1.749%)               | 10%      | <b>variable</b>                  |
| Alterations/additions/new buildings \$100,001-\$500,000   | \$ value x<br>(1.523%)               | 10%      | <b>variable</b>                  |
| Alterations/additions/new buildings \$500,001-\$2million (m)  | \$ value x<br>(0.617%)               | 10%      | <b>variable</b>                  |
| Alterations/additions/new buildings >\$2,000,001-\$10m  | \$ value x<br>(0.3284%)              | 10%      | <b>variable</b>                  |
| Alterations/additions/new buildings \$10,000,001-\$20m  | \$ value x<br>(0.219%)               | 10%      | <b>variable</b>                  |
| Alterations/additions/new buildings \$20,000,001-\$30m  | \$ value x<br>(0.215%)               | 10%      | <b>variable</b>                  |
| Alterations/additions/new buildings \$30,000,001-\$40m  | \$ value x<br>(0.1965%)              | 10%      | <b>variable</b>                  |
| Alterations/additions/new buildings \$40,000,001-\$50 m   | \$ value x<br>(0.2048%)              | 10%      | <b>variable</b>                  |
| Alterations/additions/new buildings >\$50,000,001   | \$ value x<br>(0.1872%)              | 10%      | <b>variable</b>                  |
| Building permit lodgement fees only for over \$5,000 cost of works. Private Building Survey or to Council: Class 1 & 10 class 2 to 9.     | Fix stat.fee                         |          | <b>Fix stat.fee</b>              |
| Building Commission Levy applying to all building permits based on value of works over \$10,000 in addition to building application fees. | Compulsory State Govt Levy<br>0.128% |          | <b>Levy</b>                      |
| Commercial and industrial inspections (Additional)  | \$200.91                             | \$20.09  | <b>\$221.00</b>                  |
| Amendment to building permit  | \$500.00                             | \$50.00  | <b>\$550.00</b>                  |
| Extension of time to building permit  | \$454.55                             | \$45.45  | <b>\$500.00</b>                  |
| Lapsed permit renewal (Class 2-9)   | \$818.18                             | \$81.82  | <b>\$900.00</b>                  |
| Issue Occupancy Permit - Small building - Price on application (POA)  | \$909.09                             | \$90.91  | <b>\$1,000.00</b>                |
| Issue Occupancy Permit - Medium building (POA)  | \$2,727.27                           | \$272.73 | <b>\$3,000.00</b>                |
| Issue Occupancy Permit - Large building (POA)   | \$4,545.45                           | \$454.55 | <b>\$5,000.00</b>                |
| Inspection, report and statement of compliance for subdivision-Small building (POA)   | \$909.09                             | \$90.91  | <b>\$1,000.00</b>                |
| Inspection, report and statement of compliance for subdivision-Medium building (POA)  | \$2,727.27                           | \$272.73 | <b>\$3,000.00</b>                |
| Inspection, report and statement of compliance for subdivision-Large building (POA)   | \$4,545.45                           | \$454.55 | <b>\$5,000.00</b>                |
| Hoarding Permit (On street public protection) - private dwellings   | \$5.50m2/week<br>min \$400           |          | <b>\$5.50m2/wk<br/>min \$400</b> |
| Hoarding Permit (On street public protection) - commercial property   | \$7.50m2/week<br>min \$550           |          | <b>\$7.50m2/wk<br/>min \$550</b> |
| Property information requests (reg 327)   | Fix stat.fee                         |          | <b>Fix stat.fee</b>              |
| Administration Fee for extension of Hoarding Permit time  | \$200.00                             |          | <b>\$200.00</b>                  |
| Application to Occupy the Street (mobile crane/concrete pump - day pass) one variation to date included - private dwellings               | \$400.00                             |          | <b>\$400.00</b>                  |
| Application to Occupy the Street (mobile crane/concrete pump - day pass) one variation to date included - commercial property             | \$500.00                             |          | <b>\$500.00</b>                  |



## Building Services

| SERVICE  | APPLICATION FEE | GST      | 2017/18 TOTAL PRICE |
|--|-----------------|----------|---------------------|
| Each additional variation to date for Application to Occupy the Street (mobile crane/concrete pump - day pass) | \$200.00        |          | <b>\$200.00</b>     |
| <b>Council consent</b>   |                 |          |                     |
| Land liable to flooding  | Fix stat.fee    |          | <b>Fix stat.fee</b> |
| Building over an easement  | Fix stat.fee    |          | <b>Fix stat.fee</b> |
| Siting dispensations   | Fix stat.fee    |          | <b>Fix stat.fee</b> |
| Siting where 173 agreement applies   | POA             |          | <b>POA</b>          |
| <b>Other</b>   |                 |          |                     |
| Search of records for: private dwelling (not more than 2 years old)  | \$54.55         | \$5.45   | <b>\$60.00</b>      |
| Search of records for: residential unit (not more than 2 years old)  | \$87.27         | \$8.73   | <b>\$96.00</b>      |
| Search of records for: apartment (not more than 2 years old)   | \$181.82        | \$18.18  | <b>\$200.00</b>     |
| Search of records for: commercial (not more than 2 years old)  | \$181.82        | \$18.18  | <b>\$200.00</b>     |
| Search of records for: private dwelling (more than 2 years old)  | \$87.27         | \$8.73   | <b>\$96.00</b>      |
| Search of records for: residential unit (more than 2 years old)  | \$272.73        | \$27.27  | <b>\$300.00</b>     |
| Search of records for: apartment (more than 2 years old)   | \$318.18        | \$31.82  | <b>\$350.00</b>     |
| Search of records for: commercial (more than 2 years old)  | \$318.18        | \$31.82  | <b>\$350.00</b>     |
| Search of records for: Occupancy Permit/Certificate of Final Inspection  | \$87.27         | \$8.73   | <b>\$96.00</b>      |
| Essential Safety Measures (ESM) Maintenance Determination & Schedule - Small buildings (POA)                   | \$500.00        | \$50.00  | <b>\$550.00</b>     |
| ESMs Maintenance Determination & Schedule - Medium buildings (POA)   | \$1,590.91      | \$159.09 | <b>\$1,750.00</b>   |
| ESMs Maintenance Determination & Schedule - Large buildings (POA)  | \$2,500.00      | \$250.00 | <b>\$2,750.00</b>   |
| Swimming pool/spa barriers Inspection & Letter of Compliance   | \$163.64        | \$16.36  | <b>\$180.00</b>     |
| Additional inspection for swimming pool/spa barriers   | \$81.82         | \$8.18   | <b>\$90.00</b>      |
| <b>Drawings of residential and industrial buildings</b>  |                 |          |                     |
| Copies of plans/documentation:   |                 |          |                     |
| A4 copy (hard or scanned)  | \$1.36          | \$0.14   | <b>\$1.50</b>       |
| A3 copy (hard or scanned)  | \$2.27          | \$0.23   | <b>\$2.50</b>       |
| A2 copy (hard or scanned)  | \$4.55          | \$0.45   | <b>\$5.00</b>       |
| A1 copy (hard or scanned)  | \$7.27          | \$0.73   | <b>\$8.00</b>       |
| Cancellation of building permit application (Class 1 & 10)   | \$181.82        | \$18.18  | <b>\$200.00</b>     |
| Cancellation of building permit application (Class 2-9)  | \$454.55        | \$45.45  | <b>\$500.00</b>     |
| Application for Siting for Prescribed Temporary Structures - 1 Structure                                       | \$409.09        | \$40.91  | <b>\$450.00</b>     |
| Application for Siting for Prescribed Temporary Structures - 2-5 Structure                                     | \$636.36        | \$63.64  | <b>\$700.00</b>     |
| Application for Siting for Prescribed Temporary Structures - 6-9 Structure                                     | \$1,000.00      | \$100.00 | <b>\$1,100.00</b>   |
| Application for Siting for Prescribed Temporary Structures - 10+ Structure                                     | \$1,363.64      | \$136.36 | <b>\$1,500.00</b>   |



## Building Services

| SERVICE   | APPLICATION FEE | GST      | 2017/18 TOTAL PRICE |
|---|-----------------|----------|---------------------|
| Additional inspection /inspection over weekend or Public Holidays for Siting for Prescribed Temporary Structures (per hour) | \$227.27        | \$22.73  | <b>\$250.00</b>     |
| Application for Occupancy Permit for Prescribed Temporary Structure - Place of Public Entertainment (POPE) (500m2-1,000m2)  | \$1,363.64      | \$136.36 | <b>\$1,500.00</b>   |
| Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (1,001m2-5,000m2)                                | \$2,272.73      | \$227.27 | <b>\$2,500.00</b>   |
| Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (5,001m2-10,000m2)                               | \$3,181.82      | \$318.18 | <b>\$3,500.00</b>   |
| Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (>10,001m2)                                      | \$5,545.45      | \$554.55 | <b>\$6,100.00</b>   |
| Additional structures over limit  | \$136.36        | \$13.64  | <b>\$150.00</b>     |
| Additional inspection / inspection over weekend or Public Holidays for POPE (per hour)                                      | \$227.27        | \$22.73  | <b>\$250.00</b>     |
| Copies of reports/specifications -per 1   | \$131.82        | \$13.18  | <b>\$145.00</b>     |
| Fast track property information request - private dwellings   | \$150.00        |          | <b>\$150.00</b>     |
| Fast track property information request - commercial property   | \$300.00        |          | <b>\$300.00</b>     |
| Property information requests (reg 327)   | Fix stat.fee    |          | <b>Fix stat.fee</b> |
| Note: A 15% surcharge will apply on all building permits and inspection fees in the case of owner builder applications.     |                 |          |                     |

## Environmental Health

| FOOD ACT 35A(1)  | PRICE      | GST     | 2017/18 TOTAL PRICE \$ |
|--|------------|---------|------------------------|
| Food premises up to & including 10 employees - Aged Care / Childcare   | \$580.00   |         | <b>\$580.00</b>        |
| Food premises, temporary food premises, mobile   | \$875.00   |         | <b>\$875.00</b>        |
| Food premises with 20 employees (pro rata)   |            |         |                        |
| Food premises, temporary food premises, mobile   | \$580.00   |         | <b>\$580.00</b>        |
| Food premises up to 10 employees   |            |         |                        |
| Food premises, temporary food premises, mobile   |            |         |                        |
| Food premises up to 10 employees - supermarket, milk bars, convenience store, bars, nuts, groceries,                                     | \$447.00   |         | <b>\$447.00</b>        |
| Food premises, temporary food premises, mobile   | \$32.00    |         | <b>\$32.00</b>         |
| Food premises - extra employees  |            |         |                        |
| Food premises - non profit, social/sporting club / schools, temporary food premises, mobile food premises up to & including 10 employees | \$290.00   |         | <b>\$290.00</b>        |
| Food premises, temporary food premises, mobile   | \$224.00   |         | <b>\$224.00</b>        |
| Food premises - non profit   |            |         |                        |
| Food premises pre-packaged food only - warehouses, greengrocers, cold stores   | \$348.00   |         | <b>\$348.00</b>        |
| Vending Machines Class 2   | \$180.00   |         | <b>\$180.00</b>        |
| Vending Machines Class 3   | \$145.00   |         | <b>\$145.00</b>        |
| Transfer Food Act Premises - food premises, temporary food premises, mobile food premises  | \$1,250.00 |         | <b>\$1,250.00</b>      |
| Food Premises Late Fee   | \$113.64   | \$11.36 | <b>\$125.00</b>        |
| Food Premises Maximum Fee  | \$2,565.00 |         | <b>\$2,565.00</b>      |

## Environmental Health

| FOOD ACT 35A(1)  | PRICE       | GST                | 2017/18<br>TOTAL<br>PRICE \$ |
|--|-------------|--------------------|------------------------------|
| New Food Premises Application for Class 1,2,3<br>(Including MCC premises including Street radar) | \$1,250.00  |                    | <b>\$1,250.00</b>            |
| Food Premises Transfer for all Class 1,2,3 premises  | \$1,250.00  |                    | <b>\$1,250.00</b>            |
| Schools and Institutions non for profit -one off events,<br>fetes etc.                           | \$100.00    |                    | <b>\$100.00</b>              |
| New Food Premises pre application meeting  | FREE        |                    | <b>FREE</b>                  |
| New Food Premises pre application additional meeting   | \$150.00    |                    | <b>\$150.00</b>              |
| Fast track front of line fee   | \$681.82    | \$68.18            | <b>\$750.00</b>              |
| Additional or multiple Mobile Food Vehicles,<br>Temporary food premises per unit for Class 2     | \$290.00    |                    | <b>\$290.00</b>              |
| Additional or multiple Mobile Food Vehicles,<br>Temporary Food Premises per unit for Class 3     | \$225.00    |                    | <b>\$225.00</b>              |
| <b>Public Health &amp; Wellbeing Act</b>   |             | <b>Sect 69 (1)</b> |                              |
| Hairdressers (one off registration fee)  | \$275.00    |                    | <b>\$275.00</b>              |
| Tattooists, Cosmetic Tattooists, Body Piercing, Colonic<br>irrigation                            | \$500.00    |                    | <b>\$500.00</b>              |
| Beauty Therapy, Hairdressers (including ear piercing,<br>waxing)                                 | \$375.00    |                    | <b>\$375.00</b>              |
| <b>Prescribed accommodation</b>  |             | <b>Sect 67</b>     |                              |
| Prescribed Accommodation Up to & including 5<br>Apartments                                       | \$350.00    |                    | <b>\$350.00</b>              |
| Prescribed Accommodation With more than 5<br>Apartments - extra for each                         | \$55.00     |                    | <b>\$55.00</b>               |
| Up to the Prescribed Accommodation maximum fee   | \$950.00    |                    | <b>\$950.00</b>              |
| Transfer Public Health Wellbeing (PHW) Act Premises  | 50% renewal |                    | <b>50% renewal</b>           |
| PHW Act Premises - Late Fee  | \$113.64    | \$11.36            | <b>\$125.00</b>              |
| <b>Caravan parks</b>   |             |                    |                              |
| Caravan Parks (Long term/Short term Site) per<br>caravan site                                    | \$11.80     |                    | <b>\$11.80</b>               |
| Transfer Caravan Parks   | \$175.00    |                    | <b>\$175.00</b>              |
| <b>Professional services</b>   |             |                    |                              |
| Solicitors/Premises Enquiry Report / 5 business days   | \$454.55    | \$45.45            | <b>\$500.00</b>              |
| Solicitors/Premises Enquiry Report / 10 business days  | \$304.55    | \$30.45            | <b>\$335.00</b>              |
| Other professional services as requested (per hr)  | \$109.09    | \$10.91            | <b>\$120.00</b>              |
| On-Site premises Suitability Inspection  | \$227.27    | \$22.73            | <b>\$250.00</b>              |
| <b>Plans processing</b>  |             |                    |                              |
| Plans processing (per square metre)<br>Up to 50 m2   | \$350.00    |                    | <b>\$350.00</b>              |
| 51-100 m2  | \$400.00    |                    | <b>\$400.00</b>              |
| 101-150m2  | \$450.00    |                    | <b>\$450.00</b>              |
| Over 151m2   | \$500.00    |                    | <b>\$500.00</b>              |
| Minor Alterations  | \$275.00    |                    | <b>\$275.00</b>              |
| <b>Product sales</b>   |             |                    |                              |
| Thermometer & swabs  | \$68.18     | \$6.82             | <b>\$75.00</b>               |
| Swabs  | \$8.18      | \$0.82             | <b>\$9.00</b>                |
| Sharps Container (fee includes container and disposal)   | \$24.55     | \$2.45             | <b>\$27.00</b>               |
| <b>Food Act</b>  |             |                    |                              |
| Temporary Food on site inspection and assessment<br>(Commercial)                                 | \$193.00    |                    | <b>\$193.00</b>              |
| Change of Classification Assessment (per hr)   | \$1,000.00  |                    | <b>\$1,000.00</b>            |
| Duplicate Registration Certificate   | \$65.00     |                    | <b>\$65.00</b>               |
| <b>Septic Tanks/Greywater</b>  |             |                    |                              |

## Environmental Health

| FOOD ACT 35A(1)  | PRICE      | GST      | 2017/18<br>TOTAL<br>PRICE \$ |
|--|------------|----------|------------------------------|
| <b>Environmental Protection Act 1970 Section 53</b>                            |            |          |                              |
| New Installations Private Property   | \$300.00   |          | <b>\$300.00</b>              |
| Septic Tanks New Installations Community Groups                                | \$150.00   |          | <b>\$150.00</b>              |
| <b>Additional services</b>   |            |          |                              |
| Solicitors/Premises enquiry follow up compliance inspection - 5 business days  | \$281.82   | \$28.18  | <b>\$310.00</b>              |
| Solicitors/Premises enquiry follow up compliance inspection - 10 business days | \$186.36   | \$18.64  | <b>\$205.00</b>              |
| Solicitors/Premises enquiry duplicate report                                   | \$59.09    | \$5.91   | <b>\$65.00</b>               |
| Administration fee   | \$118.18   | \$11.82  | <b>\$130.00</b>              |
| <b>Food premises closure (new fees)</b>  |            |          |                              |
| Food Premises Closure - Voluntary  | \$681.82   | \$68.18  | <b>\$750.00</b>              |
| Food Premises Closure - Formal Notice / DHHS initiated                         | \$1,818.18 | \$181.82 | <b>\$2,000.00</b>            |
| Food Premises Closure - Per additional day                                     | \$454.55   | \$45.45  | <b>\$500.00</b>              |
| Food Premises Closure - Per additional hour                                    | \$109.09   | \$10.91  | <b>\$120.00</b>              |
| <b>New fees</b>  |            |          |                              |
| Fast Track progression fee (per stage)   | \$409.09   | \$40.91  | <b>\$450.00</b>              |
| Fast Track total (processing fee)  | \$1,363.64 | \$136.36 | <b>\$1,500.00</b>            |
| Fast Track on - site inspection fee  | \$363.64   | \$36.36  | <b>\$400.00</b>              |
| <b>PHW Act new premises</b>  |            |          |                              |
| Tattooing / Beauty Therapy   | \$850.00   |          | <b>\$850.00</b>              |
| Hairdressers   | \$600.00   |          | <b>\$600.00</b>              |
| <b>Food Act</b>  |            |          |                              |
| Failed Food Sample Fee - one sample  | \$227.27   | \$22.73  | <b>\$250.00</b>              |
| Failed Food Sample Fee - per additional sample                                 | \$109.09   | \$10.91  | <b>\$120.00</b>              |
| Outside School Hours Care (OSHC) Commercial                                    | \$263.64   | \$26.36  | <b>\$290.00</b>              |
| Outside School Hours Care (OSHC) Non Profit                                    | \$131.82   | \$13.18  | <b>\$145.00</b>              |

## Planning Services

| PLANNING SERVICES FEES  | PRICE      | GST | 2017/18<br>TOTAL<br>PRICE |
|---|------------|-----|---------------------------|
| <b>Application fees</b>   |            |     |                           |
| Class 1 - Use Permits   | \$1,240.70 |     | <b>\$1,240.70</b>         |
| <b>To develop land or to use and develop plan for a single dwelling</b> |            |     |                           |
| Class 2 - <\$10,000   | \$188.20   |     | <b>\$188.20</b>           |
| Class 3 - \$10,001-\$100,000  | \$592.50   |     | <b>\$592.50</b>           |
| Class 4 - \$100,001-\$500,000   | \$1,212.80 |     | <b>\$1,212.80</b>         |
| Class 5 - \$500,001-\$1,000,000   | \$1,310.40 |     | <b>\$1,310.40</b>         |
| Class 6 - \$1,000,001-\$2,000,000                                       | \$1,407.90 |     | <b>\$1,407.90</b>         |
| Class 7 - VicSmart Application - <\$10,000                              | \$188.20   |     | <b>\$188.20</b>           |
| Class 8 - VicSmart Application - >\$10,001                              | \$404.30   |     | <b>\$404.30</b>           |
| Class 9 - VicSmart application - Subdivide or consolidate land          | \$188.20   |     | <b>\$188.20</b>           |
| <b>To develop land (other than for a single dwelling per lot)</b>       |            |     |                           |
| Class 10 - Developments <\$100,000                                      | \$1,080.40 |     | <b>\$1,080.40</b>         |
| Class 11- Developments \$100,001-\$1,000,000                            | \$1,456.70 |     | <b>\$1,456.70</b>         |

## Planning Services

| PLANNING SERVICES FEES   | PRICE                               | GST | 2017/18<br>TOTAL<br>PRICE                  |
|--|-------------------------------------|-----|--|
| Class 12 - Developments \$1,000,001 - \$5,000,000  | \$3,213.20                          |     | <b>\$3,213.20</b>                          |
| Class 13 - Developments \$5,000,001-\$15,000,000   | \$8,189.80                          |     | <b>\$8,189.80</b>                          |
| Class 14 - Developments \$15,000,001-\$50,000,000  | \$24,151.10                         |     | <b>\$24,151.10</b>                         |
| Class 15 - Developments >\$50,000,001  | \$54,282.40                         |     | <b>\$54,282.40</b>                         |
| <b>Subdivision</b>   |                                     |     |  |
| Class 16 - To subdivide an existing building   | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Class 17 - To subdivide land into two lots (other than VicSmart)                                   | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Class 18 - Realignment of a common boundary or consolidate 2 or more lots                          | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Class 19 - To subdivide land (three or more lots)  | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Class 20 - To vary or remove a restriction, easement or right of way                               | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| <b>Other matters</b>   |                                     |     |  |
| Class 21 - Any other application for a permit not specified  | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Amend or end a s173 agreement  | \$620.30                            |     | <b>\$620.30</b>                            |
| Determination on satisfaction of the Responsible Authority.  | \$306.70                            |     | <b>\$306.70</b>                            |
| Certificate of Compliance  | \$306.70                            |     | <b>\$306.70</b>                            |
| <b>Amendments to applications made under Section 57A(3)(a) Planning &amp; Environment Act 1987</b> |                                     |     |  |
| Amendments to a permit or class of permit.   | 40% of the original application fee |     | <b>40% of the original application fee</b> |
| <b>Amendments to permit Section 72 Planning &amp; Environment Act 1987</b>                         |                                     |     |  |
| Application to amend use   | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Application to amend permit or conditions  | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Amendment to a Class 2 Permit  | \$188.20                            |     | <b>\$188.20</b>                            |
| Amendment to a Class 3 Permit  | \$592.50                            |     | <b>\$592.50</b>                            |
| Amendment to a Class 4 permit  | \$1,218.80                          |     | <b>\$1,218.80</b>                          |
| Amendment to a Class 5 or 6 Permit   | \$1,310.40                          |     | <b>\$1,310.40</b>                          |
| Amendment to a Class 7 permit  | \$188.20                            |     | <b>\$188.20</b>                            |
| Amendment to a Class 8 Permit  | \$404.30                            |     | <b>\$404.30</b>                            |
| Amendment to a Class 9 Permit  | \$188.20                            |     | <b>\$188.20</b>                            |
| Amendment to a Class 10 Permit   | \$1,080.40                          |     | <b>\$1,080.40</b>                          |
| Amendment to a Class 11 Permit   | \$1,456.70                          |     | <b>\$1,456.70</b>                          |
| Amendment to a Class 12,13,14 or 15 Permit   | \$3,213.20                          |     | <b>\$3,213.20</b>                          |
| Amendment to a Class 16 Permit   | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Amendment to a Class 17 Permit   | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Amendment to a Class 18 Permit   | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Amendment to a Class 19 Permit   | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Amendment to a Class 20 Permit   | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| Amendment to a Class 21 Permit   | \$1,240.70                          |     | <b>\$1,240.70</b>                          |
| <b>Subdivide land, Subdivision Act 1988.</b>   |                                     |     |  |
| Certify a plan of subdivision  | \$164.50                            |     | <b>\$164.50</b>                            |

## Planning Services

| PLANNING SERVICES FEES   | PRICE        | GST        | 2017/18<br>TOTAL<br>PRICE |
|--|--------------|------------|---------------------------|
| Alteration of a plan under section 10(2) of the Subdivision Act                            | \$104.60     |            | <b>\$104.60</b>           |
| Amendment of a certified plan  | \$132.40     |            | <b>\$132.40</b>           |
| <b>Extension of time and secondary consent requests</b>                                    |              |            |                           |
| Extension of time for dwelling extensions, 1-4 dwellings                                   | \$210.00     |            | <b>\$210.00</b>           |
| Extension of time for developments of 5-9 dwellings  | \$360.00     |            | <b>\$360.00</b>           |
| Extension of time for 10 or more dwellings   | \$510.00     |            | <b>\$510.00</b>           |
| Extension of time for any use/commercial development less than \$1 million                 | \$210.00     |            | <b>\$210.00</b>           |
| Extension of time for any commercial development greater than \$1 million                  | \$360.00     |            | <b>\$360.00</b>           |
| Secondary Consent Application for dwelling extensions                                      | \$154.00     |            | <b>\$154.00</b>           |
| Secondary Consent Application resulting from enforcement                                   | \$307.00     |            | <b>\$307.00</b>           |
| Secondary Consent Applications 1-4 dwellings   | \$210.00     |            | <b>\$210.00</b>           |
| Secondary Consent Applications 5-9 dwellings   | \$307.00     |            | <b>\$307.00</b>           |
| Secondary Consent Applications for 10 or more dwellings                                    | \$510.00     |            | <b>\$510.00</b>           |
| Secondary Consent Applications for any use or commercial development less than \$1 million | \$205.00     |            | <b>\$205.00</b>           |
| Secondary Consent Applications for any commercial development greater than \$1 million     | \$307.00     |            | <b>\$307.00</b>           |
| <b>Administration charges</b>  | <b>Price</b> | <b>GST</b> |                           |
| Retrospective additional application fee   | \$307.00     |            | <b>\$307.00</b>           |
| Advertising - up to 20 letters   | \$165.00     |            | <b>\$165.00</b>           |
| Advertising - each additional letter   | \$7.20       |            | <b>\$7.20</b>             |
| Advertising - each public notice   | \$40.00      |            | <b>\$40.00</b>            |
| Heritage Demolition Advice   | \$64.10      |            | <b>\$64.10</b>            |
| Building regulation consent and report   | \$256.90     |            | <b>\$256.90</b>           |
| Compliance with permit advice  | \$160.00     |            | <b>\$160.00</b>           |
| Compliance with permit advice for off site file  | \$205.00     |            | <b>\$205.00</b>           |
| Property Information   | \$160.00     |            | <b>\$160.00</b>           |
| Property Information for off site file   | \$205.00     |            | <b>\$205.00</b>           |
| Copy of Endorsed Plan/Photocopies (hard copy)  | \$160.00     |            | <b>\$160.00</b>           |
| Copy of Endorsed Plan/Photocopies (electronically)   | \$50.00      |            | <b>\$50.00</b>            |
| Check on building envelope compliance  | \$164.00     |            | <b>\$164.00</b>           |
| Planning Register per month  | \$25.00      |            | <b>\$25.00</b>            |
| Planning Register per year   | \$200.00     |            | <b>\$200.00</b>           |
| Variation to Urban Design Guidelines   | \$350.00     |            | <b>\$350.00</b>           |
| Photocopies (A4) per sheet   | \$1.00       |            | <b>\$1.00</b>             |
| Photocopies (A3) per sheet   | \$2.50       |            | <b>\$2.50</b>             |
| Photocopies (A1) per sheet.  | \$10.00      |            | <b>\$10.00</b>            |
| Photocopies (A0) per sheet   | \$15.00      |            | <b>\$15.00</b>            |
| Resubmission of Plans to Satisfy Condition 1   | \$120.00     |            | <b>\$120.00</b>           |
| Pre application meeting with written comments (priority system)                            | \$272.73     | \$27.27    | <b>\$300.00</b>           |

## INFRASTRUCTURE SERVICES

### Additional Waste Services Fees/Charges

| DESCRIPTION OF SERVICE   | PRICE      | GST | 2017/18<br>TOTAL<br>PRICE \$ |
|--|------------|-----|------------------------------|
| <b>Garbage service</b>   |            |     |                              |
| Additional 120 Litre (LT) garbage bin (bin supply & collection service)      | \$190.00   |     | <b>\$190.00</b>              |
| Additional 240 LT garbage bin (bin supply & collection service)              | \$350.00   |     | <b>\$350.00</b>              |
| Additional 120 LT garbage bin (subsequent annual collection service)         | \$136.00   |     | <b>\$136.00</b>              |
| Additional 240 LT garbage bin (subsequent annual charge)                     | \$315.00   |     | <b>\$315.00</b>              |
| Additional 660 LT garbage skip bin (bin supply & collection service)         | \$1,312.00 |     | <b>\$1,312.00</b>            |
| Additional 1100 LT garbage skip (bin supply & collection service)            | \$1,714.00 |     | <b>\$1,714.00</b>            |
| Additional garbage 660 LT skip bin (subsequent annual collection service)    | \$882.00   |     | <b>\$882.00</b>              |
| Additional 1100 LT garbage skip bin (subsequent annual collection service)   | \$1,167.00 |     | <b>\$1,167.00</b>            |
| <b>Recycling service</b>   |            |     |                              |
| Additional 120 LT recycling bin (bin supply & collection service)            | \$60.00    |     | <b>\$60.00</b>               |
| Additional 240 LT recycling bin (bin supply & collection service)            | \$65.00    |     | <b>\$65.00</b>               |
| Additional 360 LT recycling bin (bin supply & collection service)            | \$75.00    |     | <b>\$75.00</b>               |
| Additional 660 LT recycling skip (bin supply and collection service)         | \$940.00   |     | <b>\$940.00</b>              |
| Additional 1100 LT recycling skip (bin supply and collection service)        | \$1,017.00 |     | <b>\$1,017.00</b>            |
| Additional 120/240 LT recycling bin (subsequent annual collection service)   | \$56.80    |     | <b>\$56.80</b>               |
| Additional 660 LT recycling skip (subsequent annual collection service)      | \$509.00   |     | <b>\$509.00</b>              |
| Additional 1100 LT recycling skip (subsequent annual collection service)     | \$509.00   |     | <b>\$509.00</b>              |
| <b>Green waste service</b>   |            |     |                              |
| Annual 120 LT green waste collection service                                 | \$156.00   |     | <b>\$156.00</b>              |
| Annual 240 LT green waste collection service                                 | \$190.00   |     | <b>\$190.00</b>              |
| Additional 120 LT green bin (subsequent annual collection service)           | \$102.00   |     | <b>\$102.00</b>              |
| Additional 240 LT green bin (subsequent annual collection)                   | \$118.00   |     | <b>\$118.00</b>              |
| <b>At call hard &amp; green waste service</b>                                |            |     |                              |
| Additional green waste collection service fee (Owner / Occupier per request) | \$65.50    |     | <b>\$65.50</b>               |

## Engineering Services

| SERVICE  | PRICE    | GST    | 2017/18<br>TOTAL<br>PRICE \$ |
|--|----------|--------|------------------------------|
| <b>Traffic and transport</b>   |          |        |                              |
| Traffic count information (per search)                                       | \$43.64  | \$4.36 | <b>\$48.00</b>               |
| Traffic count information (per page)   | \$5.91   | \$0.59 | <b>\$6.50</b>                |
| <b>Development fee</b>   |          |        |                              |
| Plan checking subdivisions   | 0.75%    |        | <b>0.75%</b>                 |
| Subdivision supervision  | 2.50%    |        | <b>2.50%</b>                 |
| Plan checking work in Road Reserve   | 0.83%    | 10%    | <b>0.92%</b>                 |
| Supervision work in Road Reserve   | 2.65%    | 10%    | <b>2.93%</b>                 |
| Civil works plan checking/engineering assessment (per hour - 1 hour minimum) | \$108.00 |        | <b>\$108.00</b>              |
| After hours supervision (per hour - 1 hour minimum)                          | \$108.00 |        | <b>\$108.00</b>              |
| Inspector of Contracts   | \$108.00 |        | <b>\$108.00</b>              |
| Incomplete Works Bond - Administration Fee                                   | \$108.00 |        | <b>\$108.00</b>              |

## Tree Services

| SERVICE  | PRICE        | GST | 2017/18<br>TOTAL<br>PRICE \$ |
|--|--------------|-----|------------------------------|
| <b>Tree removal amenity value (per trunk diameter)</b> |              |     |                              |
| 6cm  | \$343.10     |     | <b>\$343.10</b>              |
| 10cm   | \$954.00     |     | <b>\$954.00</b>              |
| 15cm   | \$2,146.05   |     | <b>\$2,146.05</b>            |
| 20cm   | \$3,814.60   |     | <b>\$3,814.60</b>            |
| 25cm   | \$5,738.00   |     | <b>\$5,738.00</b>            |
| 30cm   | \$8,263.15   |     | <b>\$8,263.15</b>            |
| 35cm   | \$11,245.70  |     | <b>\$11,245.70</b>           |
| 40cm   | \$14,688.95  |     | <b>\$14,688.95</b>           |
| 45cm   | \$18,590.70  |     | <b>\$18,590.70</b>           |
| 50cm   | \$22,951.00  |     | <b>\$22,951.00</b>           |
| 55cm   | \$27,771.90  |     | <b>\$27,771.90</b>           |
| 60cm   | \$33,049.25  |     | <b>\$33,049.25</b>           |
| 65cm   | \$38,788.35  |     | <b>\$38,788.35</b>           |
| 70cm   | \$44,984.90  |     | <b>\$44,984.90</b>           |
| 75cm   | \$51,641.00  |     | <b>\$51,641.00</b>           |
| 80cm   | \$58,755.70  |     | <b>\$58,755.70</b>           |
| 85cm   | \$66,329.90  |     | <b>\$66,329.90</b>           |
| 90cm   | \$74,362.70  |     | <b>\$74,362.70</b>           |
| 95cm   | \$82,855.05  |     | <b>\$82,855.05</b>           |
| 100cm  | \$91,806.00  |     | <b>\$91,806.00</b>           |
| 105cm  | \$101,215.40 |     | <b>\$101,215.40</b>          |
| 110cm  | \$111,085.50 |     | <b>\$111,085.50</b>          |
| 115cm  | \$121,413.05 |     | <b>\$121,413.05</b>          |
| 120cm  | \$132,200.15 |     | <b>\$132,200.15</b>          |



| <b>Removal and re-plant Fee - Price On Application (POA)</b> |            |  |                   |
|--|------------|--|-------------------|
| <b>Tree removal (height)</b>                                 |            |  |                   |
| 0-3mt  | \$172.20   |  | <b>\$172.20</b>   |
| 3-8mt  | \$717.50   |  | <b>\$717.50</b>   |
| 8-20mt+  | \$2,152.50 |  | <b>\$2,152.50</b> |
| <b>Stump grind (per trunk diameter)</b>                      |            |  |                   |
| 0-30cm   | \$157.85   |  | <b>\$157.85</b>   |
| 30cm-1mt   | \$358.75   |  | <b>\$358.75</b>   |
| 1mt +  | \$502.25   |  | <b>\$502.25</b>   |
| Reinstalment small   | \$28.70    |  | <b>\$28.70</b>    |
| Reinstatement large  | \$71.75    |  | <b>\$71.75</b>    |
| New tree planting  | \$358.75   |  | <b>\$358.75</b>   |

| SURFACE                         | AREA         | PRICE    | GST     | 2017/18<br>TOTAL<br>PRICE \$ |
|---------------------------------|--------------|----------|---------|------------------------------|
| Ordinary Road min 1sqm.         | Up to 25 sqm | \$139.32 | \$13.93 | <b>\$153.25</b>              |
|                                 | Over 25 sqm  | \$117.86 | \$11.79 | <b>\$129.65</b>              |
| Heavy Duty Road                 | Up to 25 sqm | \$224.23 | \$22.42 | <b>\$246.65</b>              |
|                                 | Over 25 sqm  | \$214.27 | \$21.43 | <b>\$235.70</b>              |
| Concrete Footpath               | Up to 5 sqm  | \$173.00 | \$17.30 | <b>\$190.30</b>              |
|                                 | 5-25 sqm     | \$165.32 | \$16.53 | <b>\$181.85</b>              |
|                                 | Over 25 sqm  | \$140.95 | \$14.10 | <b>\$155.05</b>              |
| Concrete Footpath (colour)      | Up to 5 sqm  | \$196.05 | \$19.60 | <b>\$215.65</b>              |
|                                 | 5-25 sqm     | \$188.36 | \$18.84 | <b>\$207.20</b>              |
|                                 | Over 25 sqm  | POA      | 10%     | <b>POA</b>                   |
| Asphalt Footpath                | Up to 5 sqm  | \$150.00 | \$15.00 | <b>\$165.00</b>              |
|                                 | 5-25 sqm     | \$122.64 | \$12.26 | <b>\$134.90</b>              |
|                                 | Over 25 sqm  | \$108.64 | \$10.86 | <b>\$119.50</b>              |
| Domestic Crossover              | Up to 25 sqm | \$235.73 | \$23.57 | <b>\$259.30</b>              |
| Domestic Crossover (colour)     | Up to 25 sqm | \$273.18 | \$27.32 | <b>\$300.50</b>              |
| Industrial Crossover            | Up to 25 sqm | \$259.27 | \$25.93 | <b>\$285.20</b>              |
| Concrete Kerb/Channel           | Up to 5 linm | \$269.09 | \$26.91 | <b>\$296.00</b>              |
|                                 | 5-20 linm    | \$256.27 | \$25.63 | <b>\$281.90</b>              |
| Concrete Kerb/Channel (colour)  | Up to 5 linm | \$301.14 | \$30.11 | <b>\$331.25</b>              |
|                                 | 5-20 linm    | \$288.32 | \$28.83 | <b>\$317.15</b>              |
| Stone Kerb/Channel              | Up to 5 linm | \$219.41 | \$21.94 | <b>\$241.35</b>              |
|                                 | 5-20 linm    | \$237.27 | \$23.73 | <b>\$261.00</b>              |
| Bluestone Laneway               | Up to 25 sqm | \$249.86 | \$24.99 | <b>\$274.85</b>              |
|                                 | Over 25 sqm  | \$217.82 | \$21.78 | <b>\$239.60</b>              |
| Natures Strip                   | Up to 25 sqm | \$89.18  | \$8.92  | <b>\$98.10</b>               |
| Reinstatement                   | Over 25 sqm  | \$53.00  | \$5.30  | <b>\$58.30</b>               |
| Supervision fee - main renewals | per spm      | POA      | 10%     | <b>POA</b>                   |



|                                      |          |          |         |                 |
|--------------------------------------|----------|----------|---------|-----------------|
| Top soil & seeding                   | per spm  | \$76.36  | \$7.64  | <b>\$84.00</b>  |
| Footpath pavers                      | per spm  | \$129.91 | \$12.99 | <b>\$142.90</b> |
| Repair stormwater Kerb adaptor (CL9) | per unit | \$164.00 | \$16.40 | <b>\$180.40</b> |
| Pit lid                              | per unit | \$512.50 | \$51.25 | <b>\$563.75</b> |
| Pit and frame                        | per unit | \$768.77 | \$76.88 | <b>\$845.65</b> |

### Asset protection

| SERVICE                               | PRICE    | GST | 2017/18<br>TOTAL<br>PRICE \$ |
|---------------------------------------|----------|-----|------------------------------|
| <b>Asset protection</b>               |          |     |                              |
| Street protection fee                 | \$304.10 |     | <b>\$304.10</b>              |
| Street protection bond (minimum)      | \$512.50 |     | <b>\$512.50</b>              |
| <b>Drainage</b>                       |          |     |                              |
| Legal point of drainage discharge     | \$64.10  |     | <b>\$64.10</b>               |
| Legal point of drainage discharge MUD | \$281.00 |     | <b>\$281.00</b>              |
| Drainage Plan Approval                | \$211.00 |     | <b>\$211.00</b>              |
| Stormwater inspection                 | \$321.00 |     | <b>\$321.00</b>              |
| <b>Permits</b>                        |          |     |                              |
| Road opening permit                   | \$151.35 |     | <b>\$151.35</b>              |
| Vehicular crossing permit             | \$304.10 |     | <b>\$304.10</b>              |
| Re-inspection fee                     | \$66.65  |     | <b>\$66.65</b>               |

### Cemetery

Section 43 of the Act requires all trust fees of \$50 or more are increased annually in accordance with CPI for all groups in Melbourne for March quarter.

These Gazetted fees will be notified to council in late May to come into effect on 1<sup>st</sup> July.

# Appendix B

## Budget processes

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

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

The 2017/2018 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, and Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

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

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

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

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

The key dates to the 2017/2018 budget process is as follows:

| PROCESS  | TIMING                |
|--|-----------------------|
| Councillors & EMT Workshop - Councillor Strategic Planning             | 26 & 27 November 2016 |
| First Cut Budget for Officers for Review                               | 12 January 2017       |
| First Councillor Briefing – Budget & Strategic Resource Plan (SRP)     | 14 February 2017      |
| Second Councillor Briefing – Budget & SRP                              | 28 February 2017      |
| Third Councillor Briefing – Budget & SRP                               | 15 March 2017         |
| Councillor Briefing – Budget & SRP                                     | 18 April 2017         |
| Meeting of Council to resolve on Budget & SRP and call for submissions | 26 April 2017         |
| Community Information Session – Council Plan & Budget                  | 3 May 2017            |
| S.223 submissions closed - (28 Clear Days)                             | 25 May 2017           |
| S.223 meeting to consider submissions to Budget                        | 30 May 2017           |
| S.223 meeting to discuss submissions to Budget                         | 6 June 2017           |
| Meeting of Council to Adopt Budget and Council Plan                    | 20 June 2017          |

## Footnote

Refer <http://www.abs.gov.au/ausstats/abs@.nsf/mf/5506.0>