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Message from the Mayor and CEO

Maribyrnong Council aims to deliver a responsible and balanced budget that maintains excellence in service delivery, provides a strong capital program and is responsive to the growing needs of our community. The budget will also provide significant support to residents and businesses affected by COVID-19, giving much needed relief during this difficult time.

The Proposed Annual Budget 2020-21 of \$149.7 million includes a robust capital program valued at \$52.241 million. The Budget has been developed in line with Council's Long Term Financial Strategy and the Council Plan 2017-21 to ensure a sustainable future.

Council had the opportunity to take up a 2 per cent increase to rates (in line with the rate cap set by the government), however given the impact that the COVID-19 pandemic has had on our community, Council will be implementing a 0 per cent increase.

We have reshaped our Annual Budget 2020-21 to meet the needs of local residents and businesses who have been affected by COVID-19, providing \$2.5 million in support packages across a range of programs and initiatives.

We have developed a COVID-19 Financial Hardship Policy to assist those who have been financially impacted by the pandemic. This will allow all ratepayers experiencing financial hardship to apply for an interest free payment plan or to defer their rates without penalty interest for a period up until 30 June 2021.

We have deferred the quarterly rate payments (May and September) for our businesses and residents. Additionally for businesses, the May quarterly payment was discounted by 50 per cent. Commercial tenants of Council owned properties affected by COVID-19 received a 50 per cent discount on rent up until June 2020. We are also waiving a range of planning application fees for small businesses starting up before 30 September 2020.

Not-for-profit community rental payments have been waived until 30 September 2020 and kinder central enrolment fees have been waived until the end of 2020. Pet registration fees will also be waived/reimbursed for affected residents.

To support our local arts community, we have introduced a number of initiatives, including grants (upon application) for not-for-profit community arts organisations and Maribyrnong based arts practitioners, along with rental subsidies.

To support not-for-profit community sporting clubs, all lease, licence and ground fees will be waived until 31 December 2020, and utility and water fees will be waived until 30 September 2020.

In the budget we have also proposed to increase the Pensioner Rate Rebate Scheme for all Maribyrnong pensioners eligible to participate in the State Government Pensioner Remission Scheme from \$194.30 to \$198.20 (an increase of 2 per cent).

Some of the proposed key capital projects include:

\$12.535 million for parks, open space and streetscapes in capital and improvement works including the planting of trees in streets, boulevards, and parks across the City

\$12.721 million to improve Council-owned roads across the City

\$3.060 million to build and improve footpath and cycle ways

\$1.791 million for recreational, leisure and community facilities

\$650,000 for off street carparks and other infrastructure

\$639,000 in waste management

\$320,000 for city amenity

\$80,000 for an update to the Footscray City Edge Masterplan

\$100,000 in street furniture repair and replacement

\$120,000 for additional drainage maintenance

\$100,000 for the installation of green street lights

We will continue to seek government funding and to develop partnerships to deliver projects

Cr Sarah Carter
Mayor of the City of Maribyrnong

Stephen Wall
CEO of Maribyrnong City Council

Executive Summary

Council has prepared a Budget for 2020/2021 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 \$16.126m for 2020/2021 (refer Section 3.1).

Key Things We Are Funding

- ongoing delivery of services to the Maribyrnong City Council community funded by a budget of \$150m. These services are summarised in Section 2.
- continued investment in infrastructure assets (\$28.386m including carry forward projects) primarily for renewal works. This includes roads (\$11.5m); footpaths and bicycle paths (\$2.5m); drainage (\$0.7m); parks, open space and streetscapes (\$10.4m); and waste management (\$0.45m); Recreational, leisure's and community facility (\$1.3m) and (\$0.5m) in off street carpark and other infrastructure. The Statement of capital works can be found in Section 3.5 and further details on the capital works budget can be found in Sections 4.4.

The Rate Rise

- The average rate will rise by 0.0% which is lower than the rate cap of 2% set by the Minister for Local Government on 13 December 2019 under the Fair Go Rates System.
- Key drivers are
 - to fund ongoing service delivery – business as usual (balanced with greater service demands from residents)
 - to fund renewal of infrastructure and community assets
 - to manage a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by the freezing of grant indexation since 2011

Refer to Section 4.1.1 for further Rates and charges details.

Key Statistics

Total revenue:	\$149.7m (2019/2020F = \$145.5m)
Total expenditure:	\$133.6m (2019/2020F = \$132.9m)
Accounting result:	\$16.1m surplus (2019/2020F = \$12.6m)

(Refer Income Statement in Section 3.1)

The Accounting surplus result of \$16.1m is not a cash surplus.

The adjusted underlying operating result is showing a surplus for the year as per the Australian Accounting Standard – Accounting Result. Adjusted for non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure other than grants and non-monetary asset contributions. It is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

Underlying Operating Result

Surplus of \$5.185m (2019/2020F = Surplus of \$0.415m)

(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). A positive result indicates a surplus. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term. Underlying revenue does not take into account non-cash developer contributions and other one-off (non-recurring) adjustments.

Capital & Improvement Works Expenditure

(Refer Summary of Capital & Improvement Works in Section 4.6)

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

Total capital & Improvement works program of \$52.241m

- \$27.534m from Council operations (2020-21 rates funded)
- \$0 from borrowings
- \$0.520m from asset sales
- \$1.658m from external grants
- \$1.997m from open space reserves
- \$2.5m from contributions
- \$18.032m from cash and reserves

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 6 of this report.

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

- 1 Linkage to the Council Plan
- 2 Services, initiatives & performance indicators
- 3 Financial statements
- 4 Notes to Financial Statements
- 5 Financial Performance Indicators
- 6 Summary of Financial Position
7. Strategic Resource Plan, Rating Strategy & Other Long term Strategy (Includes Borrowing Strategy)

Appendix A –Strategic Initiatives

Appendix B – Fees & Charges Schedule

Appendix C – Budget Process

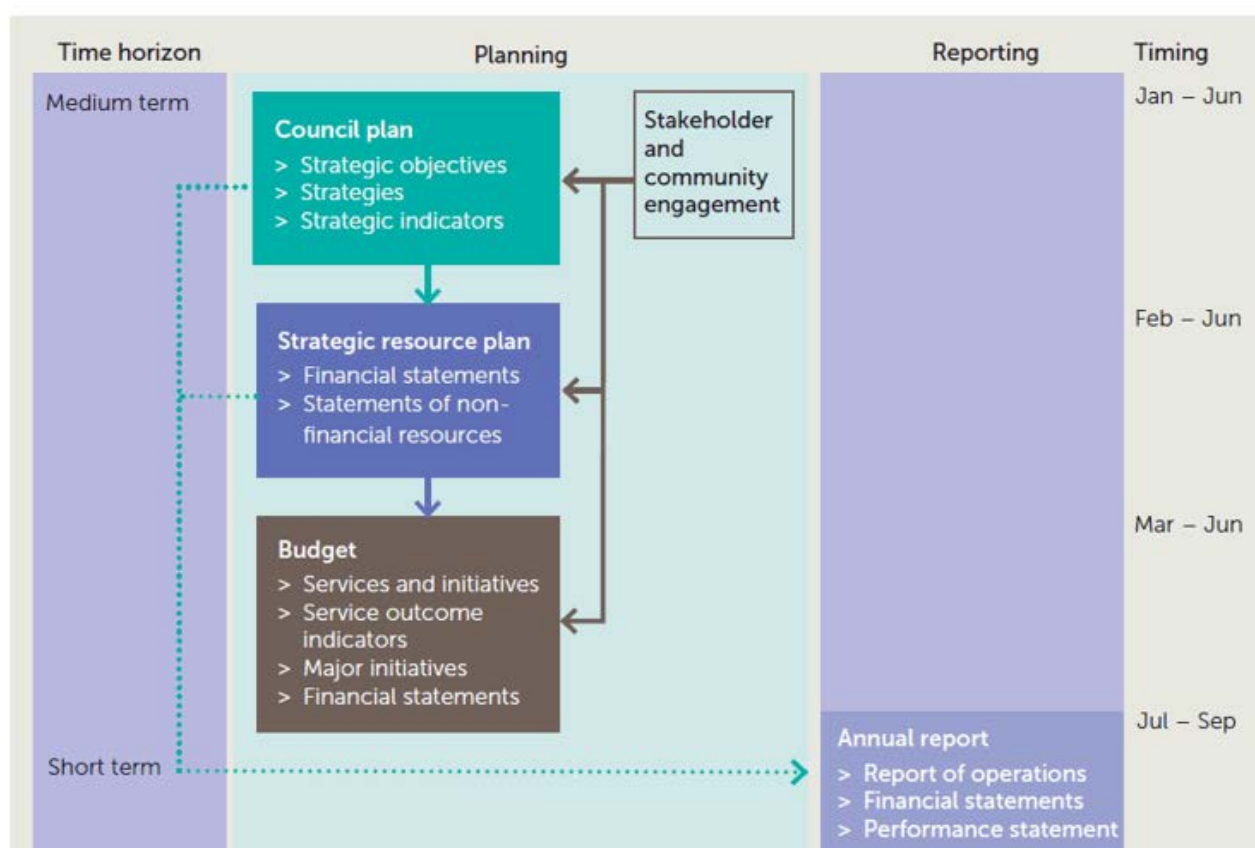
Appendix D – City Infrastructure Plan

1. Linkage to the Council Plan

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

1.1 Legislative Planning and Accountability Framework

Outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

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

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

1.1.2 Key Planning Considerations

Service Level Planning

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

Our Purpose

Our Vision

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

Our Wellbeing Commitment

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

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

We must focus on the necessary foundations for enhancing wellbeing such as access to appropriate and affordable housing and employment, transport that is accessible, safe and reliable, amenity and social connectedness. Council is committed to social justice and equity for all. We will engage with our most vibrant and diverse community. Everything we do has an impact on Community Wellbeing. The three core wellbeing outcome areas below underpin the Council Plan.









Our Values

RESPECT	Inclusiveness, empathy, communication and goodwill
COURAGE	Innovation, considered risk, creativity, problem solving, initiative, accountability and responsibility
INTEGRITY	Honesty, loyalty, ethical behaviour and trustworthiness

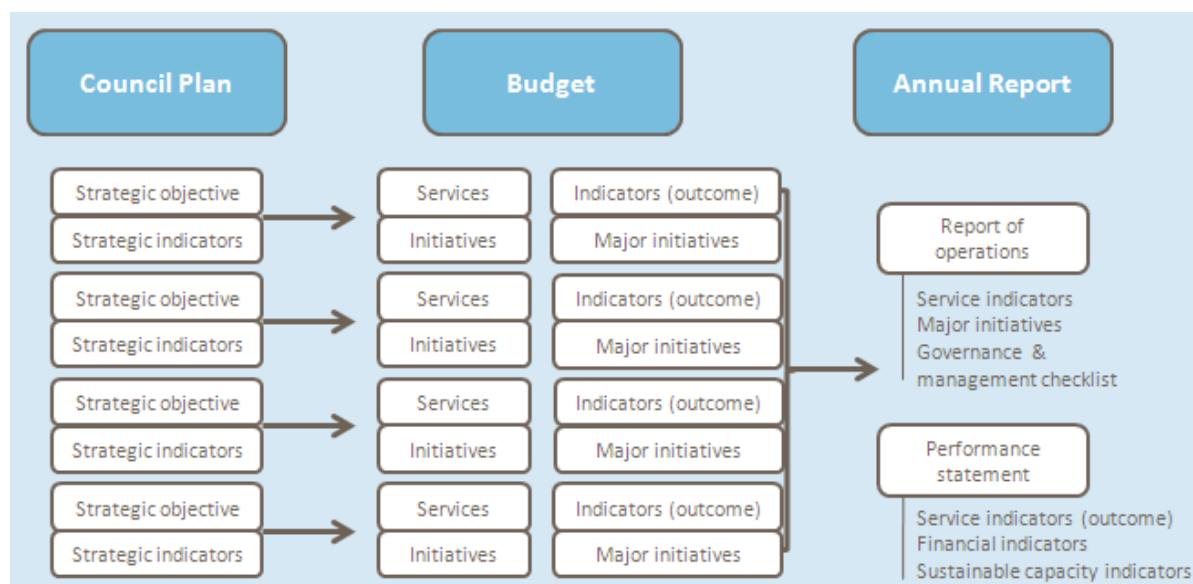
Strategy Objectives

Council provides 60 services and 240 sub services to the community. Each contributes to the achievement of one of the six *Strategic Objectives* as set out in the Council Plan for the years 2017-21. The following table lists the six Strategic Objectives as described in the Council Plan.

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

2. Services, Initiatives & Performance Outcome Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2020/21 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

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

2.1 Strategic Objective 1: Strong Leadership

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

Summary of the community's key priorities

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

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Community Engagement & Advocacy	The Community Engagement & Advocacy team facilitates community engagement and advocacy programs. The team provides opportunities for community participation in Council decision making and designs and facilitates community consultation activities. Community Engagement & Advocacy also provides community information and education about significant issues, and advocates on major opportunities and initiatives, and conducts the Annual Community Satisfaction Survey.	<i>Exp</i>	499,830	586,401
		<i>Rev</i>	-	117,000
		<i>NET</i>	499,830	469,401
Contracts & Procurement	The Contracts & Procurement team oversees the purchasing of goods and services. This includes administering Council's tendering process and maintaining the Contracts Register. The team also participates in the City Central Collective for shared procurement and implements the LEAP Procurement Plan.	<i>Exp</i>	589,842	606,220
		<i>Rev</i>	-	-
		<i>NET</i>	589,842	606,220
Corporate Planning & Performance	The Corporate Planning & Performance team oversees Council's corporate and service planning functions. The team reports on Council's overall operational performance in accordance with the legislated Local Government Performance Reporting Framework; and links individual services with the framework of objectives, goals and policies described in the four year Council Plan and the Annual Plan. Corporate Planning & Performance are instrumental in the development of the four year Council Plan and the annual Priority Action Plan and delivers a continuous improvement program and enhanced organisational performance reporting, emanating from operational plans.	<i>Exp</i>	355,671	406,480
		<i>Rev</i>	-	-
		<i>NET</i>	355,671	406,480
Innovation & Capability	Innovation & Capability is responsible for the organisation's human and strategic capability. It delivers programs that monitor and improve organisational performance with a focus on creating a high performing organisation. Developing leadership skills to foster a culture of continuous improvement by providing internal coaching and development support. It provides training and learning programs, including e-learning platforms, corporate induction, leadership skills and professional development.	<i>Exp</i>	112,317	128,362
		<i>Rev</i>	-	-
		<i>NET</i>	112,317	128,362
Customer Service	The Customer Service team fields enquiries from the public and refers many of these to Council's services for response or resolution. The team maintains customer contact records and monitors response times, receipt and process all payments received in person, mail and over the phone and manages civic spaces, facilities and catering on behalf of community and Council.	<i>Exp</i>	1,261,925	1,395,631
		<i>Rev</i>	751	144
		<i>NET</i>	1,261,174	1,395,487

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Financial Accounting	The Financial Accounting team oversees the systems, processes and record keeping relating to cash flow and financial investments. This includes raising purchase orders and paying or issuing invoices; while ensuring compliance with taxation and statutory reporting requirements and optimum returns on term deposit investments.	<i>Exp</i>	946,027	998,108
		<i>Rev</i>	2,527,900	3,304,302
		<i>NET</i>	-	-
			1,581,873	2,306,194
Governance	The Governance team manages Council's decision making cycle to ensure accountability and transparency, including administering Freedom of Information requests. The team develops briefings, reports and recommendations available to Councillors and prepares agendas and minutes for Council meetings. In addition to this, Governance administers opportunities for members of the public to speak at Council and Committee meetings and manages the Councillor Induction program for newly elected Councils.	<i>Exp</i>	2,002,653	2,633,743
		<i>Rev</i>	14,657	150,110
		<i>NET</i>	1,987,996	2,483,633
Human Resources	The Human Resources team administers employee rights and responsibilities and staff recruitment. While overseeing recruitment, it ensures position descriptions are to standard and classified correctly. Human Resources provides Enterprise Agreement interpretations and employee relations advice and assistance and manages the Employee Assistance Program contract.	<i>Exp</i>	1,089,857	1,090,506
		<i>Rev</i>	-	-
		<i>NET</i>	1,089,857	1,090,506
Information Management	Information Management ensures reliable storage and access to corporate information, documents and records. In addition to this the team supports associated systems such as record keeping programs, and maintains Council's email service. To guide employees' use of information systems, Information Management also Implements policies and procedures.	<i>Exp</i>	1,105,666	917,525
		<i>Rev</i>	-	-
		<i>NET</i>	1,105,666	917,525
Information Technology	The Information Technology team ensures that IT systems are maintained and have sufficient capacity to meet the organisation's needs. The team provides application support and advice on best use of business applications; while also managing procurement and maintenance of IT and telephony equipment and key corporate software systems such as Civica Authority, TRIM and GIS.	<i>Exp</i>	4,866,266	5,190,963
		<i>Rev</i>	98	-
		<i>NET</i>	4,866,168	5,190,963

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Media & Communications	The Media & Communications manages and coordinates communications, media and issues management across the organisation. This includes managing the website and intranet, providing advice on media issues and proactive media strategies, raising Maribyrnong's profile and reputation amongst the community and stakeholders and ensuring communication channels and policies reflect best practice. Media & Communications prepares and delivers internal communications and organises citizenship ceremonies and other civic events.	<i>Exp</i> <i>Rev</i> <i>NET</i>	939,941 - 939,941	1,155,678 - 1,155,678
Health, Safety & Wellbeing	The Health, Safety & Wellbeing team advises on safety direction to assist in making the workplace safe and coordinates hazard and incident reporting. The team is responsible for the Occupational Health and Safety Strategy, provides support and assistance to injured employees and delivers an annual health and wellbeing program to improve employees' health and wellbeing.	<i>Exp</i> <i>Rev</i> <i>NET</i>	482,585 - 482,585	503,744 - 503,744
Payroll	Payroll provides services to Council employees and ensures all business is done in accordance with the Maribyrnong Council Enterprise Agreement, and other relevant awards and industrial agreements.	<i>Exp</i> <i>Rev</i> <i>NET</i>	319,491 - 319,491	318,238 - 318,238
Risk Management	The Risk Management team implements policies and procedures that minimise Council's business and operational risks. This includes maintaining a Risk Register which quantifies and prioritises risks. The team reviews and updates Council's Business Continuity Plan.	<i>Exp</i> <i>Rev</i> <i>NET</i>	1,198,328 1,624 1,196,704	1,174,180 - 1,174,180

Major Initiatives

Major Initiatives	Performance Indicator	Strategy
Ensure completion of the October 2020 Local Government General Election and induction of new Council	Completion of all actions required for conducting Local Government General Election and inducting the new Council.	Ensure decision-making is based on good governance practices, community input, rigorous reporting, accountability and sound financial management practices

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

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

Strategies & Plans

- Customer Service Charter
- Community engagement policy
- Codes of Conduct
- Complaints Resolution Procedure
- Councillor Code of Conduct
- Information Technology Strategy
- Lease and License Policy
- Long Term Financial Resource Plan
- Planning and Accountability Framework
- Property Management Strategy
- Procurement Policy
- Risk Management Policy
- Business continuity plan

2.2 Strategic Objective 2: Healthy and Inclusive Communities

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

Summary of the community's key priorities

- Assistance to community sport and recreation clubs to increase usage and amenity
- Modern, innovative facilities supporting community engagement in activities and services
- Access to quality, co-located early years infrastructure, flexible childcare options, kindergarten and maternal child health
- Spaces for participation in arts and culture
- Support for emerging and established arts and culture practitioners
- Capacity building and collaboration on community led initiatives
- Affordable programs in lifelong learning and participation for all ages and backgrounds
- Volunteering opportunities and networking/ training for volunteer-based organisations
- Cross-cultural understanding and celebration of Maribyrnong as a multicultural city
- Promotion of the city's image as inclusive, welcoming and friendly
- Support for our most vulnerable residents
- Reduction in drug use and its impact

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Arts & Culture	The Arts & Culture team develops arts and cultural practices unique to Maribyrnong's people, landscape and history by providing grants, low-cost leases to local arts organisations and artist in-residence programs. Arts & Culture manage the Council's Art and Heritage Collection and promote and deliver arts programs for the community.	<i>Exp</i>	695,033	1,074,895
		<i>Rev</i>	35,390	22,131
		<i>NET</i>	659,643	1,052,764
Community Care	The Community Care team manages a range of services focused on the elderly and people with a disability. This includes home maintenance and modification services, the food services program and social support groups and activities. The team manages the sub-contracting arrangement with Uniting Age Well for the delivery of homecare, personal care and respite care.	<i>Exp</i>	3,654,372	3,647,806
		<i>Rev</i>	3,165,786	3,202,332
		<i>NET</i>	488,586	445,474

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Community Centres	The community centres provide low-cost programs for lifelong learning, social inclusion and wellbeing, as well as providing low-cost spaces and support to community groups. Through the Centres there are opportunities for volunteering, community leadership and civic participation. The Centres also provide support services through Council's social worker and Neighbourhood house program.	<i>Exp</i> <i>Rev</i> <i>NET</i>	1,557,935 223,109 1,334,826	1,657,324 170,531 1,486,793
Community Development	Community development programs strengthen the capacity, resilience and opportunities within the community through the delivery of the annual community grants program, promoting volunteering and leadership opportunities. Community development aims to promote community engagement and participation, to enable the community to participate, engage and contribute to community and civic life.	<i>Exp</i> <i>Rev</i> <i>NET</i>	874,715 110,000 764,715	916,733 110,000 806,733
Diversity & Inclusion	The diversity and inclusion team develops and delivers strategies, action plans and programs that relate to diverse communities. In particular they provide translating, interpreting, competency and awareness training programs. The team also manages Council's commitments to be an Intercultural City, facilitates the Disability Advisory Committee and the Maribyrnong Reconciliation Action Plan Advisory Committee.	<i>Exp</i> <i>Rev</i> <i>NET</i>	381,629 87,969 293,660	352,081 12,300 339,781
Early Years	The Early Years team is responsible for the delivery of services and facilities focused on infants and young children, engaging the local service sector to deliver the Maribyrnong Children, Young People and their Families Strategy. The team administers registrations for long day child care, kindergarten and other programs in partnership with local education and care services. Early Years delivers community development projects such as the Family Strengthening Strategy.	<i>Exp</i> <i>Rev</i> <i>NET</i>	837,169 279,232 557,937	935,044 254,682 680,362
Emergency Management	The Emergency Management team undertakes planning and preparedness, mitigation, response and relief and recovery for emergencies at the municipal level through internal and external collaboration. It implements whole of council structures, policies, and strategies to support council's Emergency Management legislative and functional requirements, enhancing staff capability and capacity to undertake Emergency Management. It also supports the community to build resilience to emergencies.	<i>Exp</i> <i>Rev</i> <i>NET</i>	269,106 - 269,106	260,290 42,815 217,475
Health & Wellbeing Development	The Health & Wellbeing team undertakes strategic planning, research, development of policy, and delivery of programs and events to improve health and wellbeing in the community. This includes consideration of healthy and active lifestyles, community safety, and alcohol and other drugs, gender equity and preventing violence against women. The team also provides advice to Community Services and other departments on these and related matters, including housing, transport and healthy environments. Further to this, Health & Wellbeing develops and	<i>Exp</i> <i>Rev</i> <i>NET</i>	730,121 1,500 728,621	828,874 - 828,874

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
	coordinates specific health and wellbeing programs such as Sons of the West, Daughters of the West and Active Maribyrnong.			
Library Services	Library services manages and delivers Council's library service, inclusive of diverse collections and community learning and literacy programs with partners and the community. The libraries seek to create inviting, accessible and inclusive spaces where lifelong learning opportunities through reading, literacy and knowledge based programs are provided, with access to information and ideas through digital services. The community can access information and ideas through digital services and the library provides opportunities for informal and formal volunteering.	<i>Exp</i>	4,253,082	4,353,832
		<i>Rev</i>	722,250	655,109
		<i>NET</i>	3,530,832	3,698,723
Maribyrnong Aquatic Centre	Maribyrnong Aquatic Centre is Council owned and run. The centre provides health, fitness, leisure and education including swimming programs, childcare and customer service. Centre staff also manage operations including pool supervision, safety and management.	<i>Exp</i>	5,377,015	5,374,655
		<i>Rev</i>	3,995,873	4,277,567
		<i>NET</i>	1,381,142	1,097,088
Maternal Child Health	Maternal Child Health service provides assessments, support, referrals and parent education for families with pre-school aged children. Families are given 10 key ages and stages assessments and Maternal Child Health will provide consultations and support to those experiencing domestic violence and delivers an enhanced service for children and families at risk. Maternal Child Health establishes new parents groups, provides breast feeding support and delivers free immunisation programs.	<i>Exp</i>	3,238,773	3,394,913
		<i>Rev</i>	1,078,275	1,152,900
		<i>NET</i>	2,160,498	2,242,013
Positive Ageing	Positive Ageing seeks to provide programs and activities to support older people who are on a low income, homeless or at risk of homelessness while promoting Maribyrnong as an Age Friendly City. The team delivers programs for seniors as well as providing support for older people in need.	<i>Exp</i>	1,104,579	986,126
		<i>Rev</i>	412,982	473,275
		<i>NET</i>	691,597	512,851
Sport & Recreation	The Sport & Recreation team plans and manages Council's recreation facilities, user agreements and also provides development training and support to clubs. Council's recreation facilities include sports grounds, pavilions, and a range of sporting and community facilities. The team conducts recreation planning and oversees capital works projects; while also administering sporting club leases, bookings and event permits for Council's parks and gardens.	<i>Exp</i>	773,722	790,852
		<i>Rev</i>	54,765	70,659
		<i>NET</i>	718,957	720,193
Social Policy & Social Infrastructure Planning	The Social Policy & Social Infrastructure Planning team conducts social research, policy development and community infrastructure planning and project management, managing strategic and major projects for Community Services throughout the project life cycle.	<i>Exp</i>	964,517	1,039,790
		<i>Rev</i>	52,500	165,000
		<i>NET</i>	912,017	874,790
Youth Services	Youth Services works to enhance and promote positive development, wellbeing outcomes and civic participation of young people aged 12-25 years. Youth	<i>Exp</i>	1,057,807	1,197,993
		<i>Rev</i>	115,698	122,568
		<i>NET</i>	942,109	1,075,425

Service Area	Description of Services Provided	2019/20 Forecast \$	2020/21 Budget \$
	Services provide strategic planning, advocacy and partnerships to support young people including the management of Phoenix Youth Hub.		

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

Major Initiatives

Major Initiatives	Performance Indicator	Strategy
Continue design of the RecWest Footscray redevelopment	Complete detailed design of RecWest Footscray and present to Council	Deliver sport and recreation programs and capital works that increase capacity, accessibility and wellbeing
Continue design development of the Maribyrnong Aquatic Centre	Concept design complete and present to Council	
Continue design development of the proposed indoor stadium facility	Complete concept design and present to Council	
Develop a Healthy and Active Framework for Council	Healthy and Active Framework adopted by Council	Support and deliver community health and wellbeing initiatives
Develop the next Volunteer Strategy (beyond 2021) including consultation and a detailed action plan	Present Volunteer Strategy and action plan to Council	Enable formal and informal volunteering, community leadership, civic participation and place-based neighbourhood development
Implement an Inclusive Cities Framework that supports positive ageing	Adoption of Inclusive Cities Framework and implement.	Plan and promote services and opportunities that promote positive ageing

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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
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 borrowers (Percentage of the municipal population that are active library borrowers)	[Number of active library borrowers / municipal population] x100

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

- Disability Access and Inclusion Plan
- Active Maribyrnong Plan
- Alcohol and Other Drugs Policy and Action Framework
- Arts and Culture Strategy
- Community Infrastructure Plan
- Early Years Infrastructure Plan
- Family Strengthening Strategy
- Flood Management Plan
- Youth Services Strategic Plan
- Human Rights and Social Justice Framework
- Library Plan
- Maribyrnong Integrated Transport Strategy
- Municipal Emergency Management Plan
- Positive Ageing Strategy
- Public Art Strategy
- Recreation Strategy
- Reducing Harm From Gambling Policy
- Sports Development Strategy
- Sports Ground Renewal Strategy
- Sports Pavilion Capital Improvement Program
- Volunteer Strategy

2.3 Strategic Objective 3: Quality Places and Spaces

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

Summary of the community's key priorities

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

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Animal Management	Animal Management provides enforcement services for managing pets and other animals. This includes investigating breaches of the Domestic Animals Act and Council's local laws, and responds to nuisance animal complaints and administering pet registrations.	<i>Exp</i>	747,192	884,449
		<i>Rev</i>	647,723	593,322
		<i>NET</i>	99,469	291,127
Asset Management	The Asset Management team provides internal policy, strategies and advice on asset management services. The team is the custodian of Council's civil assets, the Infrastructure Plan and planning for capital and renewal. They also maintain data and registers for all civil infrastructure assets, the Road Management Plan, compliance and asset management plans, as well as service levels.	<i>Exp</i>	893,242	662,660
		<i>Rev</i>	80,378	-
		<i>NET</i>	812,864	662,660
Asset Protection	The Asset Protection team issues protection permits and road opening permits to ensure Council owned assets undamaged when building or other works are undertaken in the municipality. This includes vehicle crossing permits.	<i>Exp</i>	450,339	494,260
		<i>Rev</i>	563,190	249,879
		<i>NET</i>	-112,851	244,381

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Building Services	The Building Services team regulates and enforces building controls, ensuring building sites are safe. This includes conducting inspections to ensure compliance with building permits, enforcing the Building Act 1993, Public Health and Wellbeing Act 2008, and the National Construction Code 2016. Building Services also prosecutes illegal building works and acts on illegal rooming houses.	<i>Exp</i>	1,308,790	1,169,170
		<i>Rev</i>	756,000	668,628
		<i>NET</i>	552,790	500,542
Capital Projects Delivery	The Capital Project's Delivery team designs and manages the delivery of Council's infrastructure projects and Implement the Project Management Framework. Projects include building refurbishments and new buildings, and constructing roads laneways, carparks, footpaths and drainage systems. The team also manages all urban space projects including both design and constructions of wharves, pontoons, parks and open space.	<i>Exp</i>	469,765	567,853
		<i>Rev</i>	-	-
		<i>NET</i>	469,765	567,853
City Amenity	The City Amenity team provides the community with well-presented infrastructure. This includes ensuring public places are clean and well-presented and planning and delivering street and footpath sweeping, and cleansing programs. The team also empties street litter bins and maintains Safe City CCTV, syringe and sharps facilities, and fire hydrants.	<i>Exp</i>	5,421,199	5,506,148
		<i>Rev</i>	104,216	160,000
		<i>NET</i>	5,316,983	5,346,148
City Design	City Design plans and manages the built environment in the public domain. This includes setting design and management standards for the built public realm, and developing masterplans for activity centres, precincts and streetscape projects. The team also provides architectural advice for infrastructure and building projects, advises on planning permit applications and strategic planning amendments.	<i>Exp</i>	561,662	697,037
		<i>Rev</i>	75,000	75,000
		<i>NET</i>	486,662	622,037
Compliance	The Compliance team administers Council's law enforcement processes including processing infringements issued by Council's enforcement staff, issuing permits for parking, skip bins, and road occupation and maintaining databases for parking permits and animal registrations.	<i>Exp</i>	1,970,480	2,175,795
		<i>Rev</i>	3,900	-
		<i>NET</i>	1,966,580	2,175,795
Development Engineering	The Development Engineering team advises Council departments on development, subdivision, re-zoning and building proposals. This includes assessing developers' designs for new civil infrastructure and monitoring their construction.	<i>Exp</i>	177,952	213,733
		<i>Rev</i>	280,644	9,750
		<i>NET</i>	-102,692	203,983
Environmental Health	The Environmental Health team monitors and enforces public health and safety regulations. This includes inspecting food business annually to ensure safe and hygienic practices and monitoring health premises to prevent the spread of infectious diseases. The team also enforces the Food Act 1984, Public Health and Wellbeing Act 2008 and Tobacco Act 1998.	<i>Exp</i>	1,146,033	1,241,561
		<i>Rev</i>	239,811	303,511
		<i>NET</i>	906,222	938,050
Facilities Management and Maintenance	The Facilities Management and Maintenance team manages the life-cycle of Council's buildings. This includes providing building maintenance services and overseeing contracts for building security systems,	<i>Exp</i>	3,535,546	3,521,678
		<i>Rev</i>	45,800	45,800
		<i>NET</i>	3,489,746	3,475,878

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
	plumbing, air conditioning, electrical systems, painting and cleaning. The team also manages Council's public lighting obligations.			
Fleet Management	The Fleet Management team provides policy, strategies and fleet services for Council's operational and light vehicles, and maintains the Council fleet's effectiveness and efficiency.	<i>Exp</i>	1,992,001	2,005,008
		<i>Rev</i>	2,257,936	2,290,925
		<i>NET</i>	-265,935	-285,917
Local Laws	The Local Laws team monitors and enforces local laws relating to public amenity. Their primary focus is on litter enforcement, unsightly properties, abandoned vehicles, fire hazards and graffiti. The team also provides advice to the community on maintaining clean and safe places.	<i>Exp</i>	1,552,035	1,654,549
		<i>Rev</i>	884,212	800,481
		<i>NET</i>	667,823	854,068
Open Space Planning	The Open Space Planning team plans and manages Council's public open spaces and their built facilities. This includes setting standards for public open space design and management and developing masterplans for long-term improvements to public open space, and leads the acquisition of land for new open space. The team manages expenditure from the Open Space Contributions reserve and also plans and designs all open space projects in the capital works program.	<i>Exp</i>	866,196	809,413
		<i>Rev</i>	-	69,501
		<i>NET</i>	866,196	739,912

Major Initiatives

Major Initiatives	Performance Indicator	Strategy
Develop Maribyrnong Reserve Community Facilities Plan, considering community engagement feedback in identifying a preferred option	Report presented to Council for endorsement	Facilitate the renewal and development of contemporary community infrastructure that are multi-purpose and multi-generational
Implement NeXt Project action plan, considering community engagement feedback in developing the preferred concept plan	Report presented to Council for endorsement	
Final schematic design for Town Hall Renewal Project prepared for Council consideration	Finalise schematic design for Town Hall Renewal Project	
Develop an Infrastructure Plan for the Highpoint Activity Centre to support anticipated growth	Present to Council the Highpoint Activity Centre - Infrastructure Plan for consideration	Develop a City Infrastructure Plan aligning to community need and Councils finances

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions (The percentage of successful animal management prosecutions)	[Number of successful animal management prosecutions/Total number of animal management prosecutions]x100
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

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

- Asset Management and Improvement Strategy
- Capital Works Plan
- Closed-Circuit Television Policy
- Community Infrastructure Plan
- Domestic Animal Management Plan
- Footscray Park Masterplan
- Maribyrnong Open Space Strategy
- Play Maribyrnong Improvement Plan
- Park Masterplan
- Public Lighting Improvement Policy
- Sustainable Surfaces Strategy

2.4 Strategic Objective 4: Growth and Prosperity

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

Summary of the community's key priorities

- Diversity of housing - mixed dwelling sizes, affordability and varied density
- Support for small businesses and incubation of new enterprises
- Attract new businesses providing local employment opportunities
- Initiatives generating opportunities and pathways to employment
- Activate existing open spaces for a range of recreational experiences
- Green spaces considered within activity center's (Footscray CBD and village precincts)
- Maintain and enhance the quality and design of built environments
- Vibrant shopping strips and villages
- Encourage timely, appropriate development of dormant, privately owned sites

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Activation & Festivals	The Activation & Festivals team supports and delivers festivals, local tourism, and key city activation projects. This includes delivering Council's Festival City Program including the grants, partnership and producing programs attracting festivals across the city. The team also manages the Activation and Tourism programs and initiatives across the city in line with the Tourism Visitation Strategy. Activation & Festivals support Maribyrnong's Inner Melbourne Action Plan (IMAP) project, the delivery of Footscray University Town and delivers the festive season program and Council's New Year's Eve celebration.	<i>Exp</i>	1,582,622	1,527,944
		<i>Rev</i>	287,777	61,815
		<i>NET</i>	1,294,845	1,466,129
City Planning	The City Planning team provides statutory planning services, including development approvals, permits and regulatory advice. This includes making decisions in accordance with the Maribyrnong Planning Scheme and facilitating the development and release of land to accommodate the growing population and housing stock needs. The team also enforces planning permits and the Maribyrnong Planning Scheme and takes legal action against breaches; while also educating residents, applicants, Councillors and new businesses on planning regulations.	<i>Exp</i>	2,457,885	2,560,281
		<i>Rev</i>	1,260,458	1,288,988
		<i>NET</i>	1,197,427	1,271,293

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Economic Development	The Economic Development team supports Maribyrnong's business community, in particular the growth of new and existing businesses and fosters positive relationships between Council and business. In conjunction with other Council services, the Economic Development team advises on relevant local laws and regulations. The team promotes the city as a place to establish new enterprises and provides training opportunities for businesses and publishes Maribyrnong's Business Bulletin e-news. Economic Development maintains partnerships with peak bodies and government agencies, provides advice on conducting commercial activities in the municipality. They also support Smart City initiatives and the Enterprise Maribyrnong Special Committee and deliver's Council's Business Improvement District grant program.	<i>Exp</i> <i>Rev</i> <i>NET</i>	1,175,665 112,905 1,062,760	1,037,903 3,183 1,034,720
Funding Management	The Funding Management team prepares Council's key financial documents including Annual Budget, Long Term Financial Strategy and Long Term Financial Plan. The team develops financial monitoring, reporting, controls and forecasts; while playing a supporting role to ensure the integrity of financial systems and information. The Management Accounting team also updates the Capital Value Register and ensures all legal and regulatory obligations are met.	<i>Exp</i> <i>Rev</i> <i>NET</i>	6,566,801 -58,025 6,624,826	7,121,697 - 7,121,697
Major Projects & Strategic Relationships	The Major Projects & Strategic Relationships service provides high-level professional advice and direction relating to the implementation of Council's major projects.	<i>Exp</i> <i>Rev</i> <i>NET</i>	758,485 274,764 483,721	959,457 250,000 709,457
Property Management	The Property Management team conducts acquisitions, sales and leasing of Council properties. The team is responsible for the Property Management Strategy plans for current and future property needs. And also maintains Council's Lease Register.	<i>Exp</i> <i>Rev</i> <i>NET</i>	964,810 870,328 94,482	708,871 553,000 155,871
Revenue Services	The Revenue Services team Collects property rates and maintains Council's property database and provides customer services for rates and property enquiries. Note: Properties are valued every year by the Valuer General Office. They analyse multiple sources of information to determine individual property values e.g. recent property sales, the local rental market, building and planning permits	<i>Exp</i> <i>Rev</i> <i>NET</i>	1,451,341 101,558,791 - 100,107,450	1,402,827 106,039,808 - 104,636,981

Service Area	Description of Services Provided	2019/20 Forecast \$	2020/21 Budget \$
Strategic Planning	The Strategic Planning team manages land use through the Maribyrnong Planning Scheme and Council's planning policies. This includes preparing framework and precinct plans for activity centres and strategic redevelopment sites and preparing and assessing planning scheme amendments. The team also represents Council at Planning Panels Victoria, VCAT and Ministerial Advisory Committees, conducts land use research and monitors trends and provides heritage conservation advice, and coordinates the Heritage Advisory Committee.	<i>Exp</i>	
		2,137,566	2,182,679
		<i>Rev</i> 3,860	5,000
		<i>NET</i> 2,133,706	2,177,679

Major Initiatives

Major Initiatives	Performance Indicator	Strategy
Review Footscray Activity Centre built form policy.	Present to Council the Footscray Built Form Review and planning controls for a Planning Scheme Amendment.	Plan for diverse, high quality and affordable housing in appropriate locations that responds to community growth and needs.
Prepare a Planning Scheme Amendment to implement the draft Development Contribution Plan for the City.	Present the exhibition findings to Council for consideration (subject to Ministerial authorisation).	
Deliver Paisley Streetscape improvements between Leeds and Albert Streets	Year 1 implementation completed.	Provide high-quality public spaces that respond to local character, encourage economic vitality and are safe at all times.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100

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

- Central West Structure Plan
- Footscray City Edge Masterplan
- Footscray Structure Plan
- Footscray University Town Business Plan
- Gordon and Mephan Street Framework Plan
- Highpoint Urban Design Framework
- Maribyrnong Housing Strategy
- Maribyrnong Development Contributions Plan
- Maribyrnong Heritage Plan
- Maribyrnong Planning Scheme
- Maribyrnong River Valley Design Guidelines
- Property Management Strategy
- Tottenham and West Footscray Framework Plan

- Tourism Visitation Strategy
- West Footscray Urban Design Framework
- Footscray University Town Memorandum of Understanding

2.5 Strategic Objective 5: Mobile and Connected City

Council will plan and advocate for a safe, sustainable and effective transport network and smart, innovative city. Summary of the community's key priorities

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

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Active Transport Planning	The Active Transport Planning is responsible for improving bicycle and walking networks. This includes advocating for active transport across the municipality and manages the Active Transport Advisory Committee.	<i>Exp</i>	115,039	142,767
		<i>Rev</i>	-	-
		<i>NET</i>	115,039	142,767
Civil Design & Drainage	The Civil Design & Drainage team is responsible for the design of the Roads and Drainage Improvement program, Active Transport, Transport LATM program, Water Sensitive Urban design, Carpark Improvement program and Laneways. This involves project managing external Civil Designers, Geotechnical/Pavement Consultants & Surveyors. The team organises underground service locations, Water Sensitive Urban designs, Tree Management Plans and consultation with external authorities. It also reviews and approves drainage plans for developments, Legal Points of Discharge applications and conducts drainage connection inspections, and is responsible for the Council Flood Management Plan (with Melbourne Water).	<i>Exp</i>	175,378	179,283
		<i>Rev</i>	-	299,651
		<i>NET</i>	175,378	-120,368
Parking	The Parking team enforces parking regulations and issues infringements for parking over-stays, unsafe parking and compliance in resident parking zones. The team also reports damaged or obscured parking signs.	<i>Exp</i>	6,723,988	6,997,718
		<i>Rev</i>	11,459,801	11,556,706
		<i>NET</i>	-4,735,813	-4,558,988
Civil Works	The Civil Works team maintains Council's roads, reserve, footpaths and drainage infrastructure. They implement the Road Management Plan and asset protection system, while also maintaining Council's Road Register. The team also plans and delivers an annual maintenance program.	<i>Exp</i>	3,444,950	3,434,064
		<i>Rev</i>	55	-
		<i>NET</i>	3,444,895	3,434,064

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Transport Planning	The Transport Planning team plans and manages Council's traffic, parking assets and delivers road safety programs. The team also provides transport planning support to Council departments, including Traffic Management Plans, Building Hoarding applications and administers National Heavy Vehicle Regulator applications.	<i>Exp</i>	790,414	807,915
		<i>Rev</i>	-	-
		<i>NET</i>	790,414	807,915

Major Initiatives

Major Initiatives	Performance Indicator	Strategy
Implement bicycle infrastructure in accordance with the Maribyrnong Bicycle Strategy 2019-2029.*	Year 1 implementation completed.	Create a connected, pedestrian and bicycle friendly city.
Develop safer roads through 40km/h speed limit in Area 4 (West Footscray) and Area 7 (Kingsville). *	Report presented to Council on implementation of signage in Areas 4 and 7.	Improve amenity and reduce traffic congestion through local area traffic management.
Implement the Footscray Smart City for Social Cohesion (Footscray SC2) Program.	Present to Council the Footscray SC2 Program for consideration.	Develop the city as a 'smart city' using technology initiatives to manage the city's resources and services in more effective ways.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Roads	Satisfaction	The 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.

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

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

2.6 Strategic Objective 6: Clean and Green

Council will strive for a clean, healthy city for people to access open spaces, cleaner air and water and respond to climate change challenges. Summary of the community's key priorities

- Increase tree planting, particularly shade trees
- Reduce climate change impacts through leadership, community support and education
- Improve Footscray CBD amenity particularly regarding rubbish and graffiti
- More waste diverted from landfill
- Respond to and prevent illegal dumping of rubbish
- Improve recycling, hard rubbish and green waste collection services
- Regenerate and protect water ways, native habitats and biodiversity

Service Area	Description of Services Provided		2019/20 Forecast \$	2020/21 Budget \$
Arboriculture	The Arboriculture team maintains the Urban Tree Network. They manage and maintain street trees for compliance with Electric Line Clearance Plan legislative requirements, while also managing and maintaining trees in parks and reserves. Arboriculture also deliver street and park tree planting programs.	<i>Exp</i>	1,557,114	1,773,592
		<i>Rev</i>	200,434	147,027
		<i>NET</i>	1,356,680	1,626,565
Environmental Services	The Environmental Services team provides internal advice on environmentally sustainable management practices and the promotion of sustainable practice in the community. This includes maintaining the waste management policy and strategies to agreed standards. It also includes auditing Council's lighting, carbon neutral and environmentally sustainable design guidelines. Additionally, the team also develops the water action plan, conducts environmental and waste education programs, and land remediation projects. Environmental Services also manages land contamination registers and land remediation services.	<i>Exp</i>	2,779,565	2,847,185
		<i>Rev</i>	16,394	-
		<i>NET</i>	2,763,171	2,847,185
Parks and Open Space	The Parks and Open Space team maintains and improves parks, reserves and open space. The team also ensures all parks, playgrounds, childcare centres and sports grounds are well maintained, safe and inviting. They deliver biodiversity education programs such as the Junior Ranger Program. The team also plants and maintains trees, shrubs and ground covers and assists Friends Groups in planting vegetation and maintain Council's playground assets.	<i>Exp</i>	5,358,837	5,341,242
		<i>Rev</i>	55,674	-
		<i>NET</i>	5,303,163	5,341,242
Waste Management	The Waste Management team facilitates a range of Council's waste management services. They also promote responsible waste disposal to extend the life of local landfills. The team manages waste and recycling contracts and implements Council's waste policy, while also supporting waste recycling and recovery programs.	<i>Exp</i>	7,141,482	7,715,211
		<i>Rev</i>	20,421	19,180
		<i>NET</i>	7,121,061	7,696,031

Major Initiatives

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.

Major Initiatives	Performance Indicator	Strategy
Prepare Climate Emergency Plan, with a focus on reducing carbon emissions.	Present draft paper to Council.	Progress Zero Carbon Maribyrnong HW.
Commence implementation of the Towards Zero Waste Strategy, with a focus on: i) Food Organics, Green Organics ii) Single Use Plastics	i) Waste diversion rate increased from previous year. ii) Percentage of Year 2 actions commenced.	Substantially increase Council's waste diversion rate.

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

- Environmental Sustainable Design Policy for Council Buildings
- Street Tree Planting Strategy
- Sustainable Water Management Plan
- Waste Contract – Project Management Plan
- Waste Management Planning Guidelines
- Waste Management Policy
- Water Conservation Action Plan
- Towards Zero Waste Strategy
- Zero Carbon Maribyrnong Action Plan
- Green Travel Plan

2.7 Reconciliation with Budgeted Operating Result

Reconciliation with budgeted operating result	Budget 2020/21 Net \$ (000)	Budget 2020/21 Income \$ (000)	Budget 2020/21 Expenditure \$ (000)
Strategic Objective 1	13,534	3,572	17,106
Strategic Objective 2	16,079	10,732	26,811
Strategic Objective 3	16,336	5,267	21,603
Strategic Objective 4	-90,700	108,202	17,502
Strategic Objective 5	-294	11,856	11,562
Strategic Objective 6	17,511	166	17,677
Total Maribyrnong City Council - Operating	-27,534	139,795	112,261
Capital Works Program	27,534	24,707	52,241
Balanced Budget	0	164,502	164,502
Income & Expenditure reduced by Internal Charges		-1,913	-1,913
Expenses added in:			
Loss on disposal of property, infrastructure, plant and equipment			1,400
Depreciation			18,858
Expenses reduced by:			
Transfer to Reserve			-5,905
Capitalised Expenditure transfer to Assets (Section - 3.5)			-43,367
Income added in:			
Contribution monetary (Open Space)		3,916	
Contribution non-monetary		3,825	
Income reduced by: (funding sources from reserves & other)			
Asset sales		-600	
Major Projects & Other Reserves		-18,032	
Open Space Reserve		-1,997	
Balance as per Income Statement	16,126	149,701	133,575

	Net Budget 2020/21 \$(000)	Revenue Budget 2020/21 \$(000)	Expenditure Budget 2020/21 \$(000)
Community Services	15,922	10,686	26,607
Corporate Services	-83,325	110,418	27,092
Infrastructure Services	31,772	3,222	34,995
Planning Services	8,098	15,469	23,567
Total	-27,534	139,795	112,261
Capital Works Program	27,534	24,707	52,241
Balanced Budget	0	164,502	164,502

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020/21 has been supplemented with projections to 2023/24 extracted from the Strategic Resource Plan.

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

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

Pending Accounting Standards

The 2020-21 budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of AASB 16 Leases, AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities, but pending accounting standards that will be in effect from the 2020-21 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2020-21 financial statements, not considered in the preparation of the budget include: AASB 1059 Service Concession Arrangements: Grantors

3.1 Comprehensive Income Statement for the Four Years Ending 30 June 2024

		Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Strategic Resource Plan Projections		
	Notes			2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Income						
Rates and charges	4.1.1	101,411	105,901	109,298	112,909	116,593
Statutory fees and fines	4.1.2	12,458	10,740	13,747	13,720	13,845
User fees	4.1.3	8,514	10,310	12,848	13,037	13,230
Grants - Operating	4.1.4	7,035	8,275	8,424	8,576	8,729
Grants - Capital	4.1.4	8,169	1,658	8,952	4,658	958
Contributions - monetary	4.1.5	4,688	6,416	5,119	7,893	7,508
Contributions - non-monetary	4.1.5	-	3,825	-	-	-
Other income	4.1.6	3,247	2,576	2,388	2,329	2,330
Total income		145,522	149,701	160,776	163,122	163,193
Expenses						
Employee costs	4.1.7	50,886	54,615	57,657	59,059	60,491
Materials and services	4.1.8	57,675	53,620	56,131	55,256	56,450
Depreciation	4.1.9	18,262	18,858	21,656	23,872	23,629
Amortisation - right of use assets	4.1.10	792	744	724	726	732
Bad and doubtful debts		2,812	2,812	2,863	2,914	2,967
Borrowing costs		-	-	-	-	-
Finance Costs - leases		51	41	111	91	72
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	4.1.11	1,353	1,400	1,540	1,540	1,540
Other expenses	4.1.12	1,092	1,485	1,512	1,539	1,567
Total expenses		132,923	133,575	142,194	144,997	147,448
Surplus/(deficit) for the year		12,599	16,126	18,582	18,125	15,745
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods (detail as appropriate)		-	-	-	-	-
Total comprehensive result		12,599	16,126	18,582	18,125	15,745

3.2 Balance Sheet for the Four Years Ending 30 June 2024

		Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Strategic Resource Plan Projections		
	Notes			2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Assets						
Current assets						
Cash and cash equivalents		32,623	28,046	27,370	29,933	34,977
Trade and other receivables		19,273	14,615	10,382	10,609	10,867
Other financial assets		46,000	44,000	42,000	38,000	38,000
Inventories		8	8	8	8	8
Non-current assets classified as held for sale		-	-	-	-	-
Other assets		2,058	2,095	2,133	2,172	2,211
Total current assets	4.2.1	99,962	88,764	81,893	80,722	86,063
Non-current assets						
Trade and other receivables		214	257	309	372	447
Other financial assets		-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries		-	-	-	-	-
Property, infrastructure, plant & equipment		1,109,311	1,135,644	1,164,086	1,181,408	1,190,778
Right-of-use assets	4.2.3	1,908	1,531	4,189	3,444	2,700
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
Total non-current assets	4.2.1	1,111,433	1,137,432	1,168,584	1,185,224	1,193,925
Total assets		1,211,395	1,226,196	1,250,477	1,265,946	1,279,988
Liabilities						
Current liabilities						
Trade and other payables		13,589	13,524	15,812	13,554	12,241
Trust funds and deposits		3,262	3,262	3,262	3,262	3,262
Provisions		14,143	13,328	14,021	14,341	14,667
Interest-bearing liabilities		-	-	-	-	-
Lease liabilities	4.2.2	810	744	744	744	732
Total current liabilities	4.2.2	31,804	30,858	33,839	31,901	30,902
Non-current liabilities						
Provisions		1,132	1,064	1,124	1,151	1,179
Interest-bearing liabilities		-	-	-	-	-
Lease liabilities	4.2.3	1,098	787	3,445	2,700	1,968
Total non-current liabilities	4.2.2	2,230	1,851	4,569	3,851	3,147
Total liabilities		34,034	32,709	38,408	35,752	34,049
Net assets		1,177,361	1,193,487	1,212,069	1,230,194	1,245,939
Equity						
Accumulated surplus		403,621	429,956	458,346	475,619	484,937
Reserves		773,740	763,531	753,723	754,575	761,002
Total equity		1,177,361	1,193,487	1,212,069	1,230,194	1,245,939

3.3 Statement of Changes in Equity for the Four Years Ending 30 June 2024

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020 Forecast Actual					
Balance at beginning of the financial year		1,164,762	389,725	711,388	63,649
Surplus/(deficit) for the year		12,599	12,599	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(21,711)	-	21,711
Transfers from other reserves		-	23,008	-	(23,008)
Balance at end of the financial year		1,177,361	403,621	711,388	62,352
2021 Budget					
Balance at beginning of the financial year		1,177,361	403,621	711,388	62,352
Surplus/(deficit) for the year		16,126	16,126	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	(12,321)	-	12,321
Transfers from other reserves	4.3.1	-	22,530	-	(22,530)
Balance at end of the financial year	4.3.1	1,193,487	429,956	711,388	52,143
2022					
Balance at beginning of the financial year		1,193,487	429,956	711,388	52,143
Surplus/(deficit) for the year		18,582	18,582	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(9,649)	-	9,649
Transfers from other reserves		-	19,457	-	(19,457)
Balance at end of the financial year		1,212,069	458,346	711,388	42,335
2023					
Balance at beginning of the financial year		1,212,069	458,346	711,388	42,335
Surplus/(deficit) for the year		18,125	18,125	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(12,376)	-	12,376
Transfers from other reserves		-	11,524	-	(11,524)
Balance at end of the financial year		1,230,194	475,619	711,388	43,187
2024					
Balance at beginning of the financial year		1,230,194	475,619	711,388	43,187
Surplus/(deficit) for the year		15,745	15,745	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(12,382)	-	12,382
Transfers from other reserves		-	5,955	-	(5,955)
Balance at end of the financial year		1,245,939	484,937	711,388	49,614

3.4 Statement of Cash Flows for the Four Years Ending 30 June 2024

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Strategic Resource Plan Projections		
Notes			2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	91,156	110,446	114,344	112,640	116,306
Statutory fees and fines	12,964	11,045	13,214	13,725	13,823
User fees	9,547	11,069	13,764	14,278	14,488
Grants - operating	7,035	8,275	8,424	8,575	8,730
Grants - capital	8,169	1,658	8,952	4,658	958
Contributions - monetary	4,688	6,416	5,119	7,893	7,508
Interest received	1,428	1,125	791	706	679
Dividends received	-	-	-	-	-
Trust funds and deposits taken	2,336	2,473	2,549	2,628	2,709
Other receipts	1,819	1,451	1,597	1,623	1,651
Net GST refund / payment	6,491	4,410	4,412	4,304	4,402
Employee costs	(50,294)	(55,497)	(56,904)	(58,712)	(60,136)
Materials and services	(69,289)	(62,600)	(64,240)	(63,935)	(64,934)
Short-term, low value and variable lease payments	-	-	-	-	-
Trust funds and deposits repaid	(2,336)	(2,473)	(2,549)	(2,628)	(2,709)
Other payments	(1,092)	(1,485)	(1,512)	(1,539)	(1,567)
Net cash provided by/(used in) operating activities	22,622	36,313	47,961	44,216	41,908
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(34,017)	(42,705)	(50,262)	(45,296)	(36,520)
Proceeds from sale of property, infrastructure, plant and equipment	647	600	460	460	460
Payments for investments	(2,000)	(12,000)	(2,000)	(12,000)	(2,000)
Proceeds from sale of investments	8,000	14,000	4,000	16,000	2,000
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
Net cash provided by/ (used in) investing activities	(27,370)	(40,105)	(47,802)	(40,836)	(36,060)
Cash flows from financing activities					
Finance costs	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-
Interest paid - lease liability	(51)	(41)	(111)	(91)	(72)
Repayment of lease liabilities	(792)	(744)	(724)	(726)	(732)
Net cash provided by/(used in) financing activities	(843)	(785)	(835)	(817)	(804)

		Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Strategic Resource Plan Projections		
	Notes			2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Net increase/(decrease) in cash & cash equivalents		(5,591)	(4,577)	(676)	2,563	5,044
Cash and cash equivalents at the beginning of the financial year		38,214	32,623	28,046	27,370	29,933
Cash and cash equivalents at the end of the financial year		32,623	28,046	27,370	29,933	34,977

3.5 Statement of Capital Works For the four years ending 30 June 2024

		Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Strategic Resource Plan Projections		
	Notes			2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Property						
Land		1,200	600	3,700	500	-
Total land		1,200	600	3,700	500	-
Buildings		10,311	9,298	4,201	6,910	7,490
Total buildings		10,311	9,298	4,201	6,910	7,490
Total property		11,511	9,898	7,901	7,410	7,490
Plant and equipment						
Plant, machinery and equipment		2,071	1,700	1,271	1,284	1,433
Computers and telecommunications		1,302	2,493	2,419	1,363	1,557
Library books		875	890	808	816	815
Total plant and equipment		4,248	5,083	4,498	3,463	3,805
Infrastructure						
Roads		11,822	11,507	20,421	18,294	11,939
Bridges		400	-	54	55	55
Footpaths and cycleways		3,090	2,455	2,312	2,447	2,363
Drainage		785	684	1,089	1,115	1,114
Recreational, leisure and community facilities		914	1,267	1,739	1,475	1,125
Waste management		200	450	154	156	165
Parks, open space and streetscapes		3,763	10,355	11,689	7,984	6,117
Off street car parks		21	488	1,808	614	632
Other infrastructure		502	1,180	432	183	192
Total infrastructure		21,497	28,386	39,698	32,323	23,702
Total capital works expenditure	4.4.1	37,256	43,367	52,097	43,196	34,997
Represented by:						
New asset expenditure		12,837	13,817	17,960	12,959	6,355
Asset renewal expenditure		18,940	21,307	19,660	22,632	23,042
Asset expansion expenditure		150	-	-	-	-
Asset upgrade expenditure		5,329	8,243	14,477	7,605	5,600
Total capital works expenditure	4.4.1	37,256	43,367	52,097	43,196	34,997
Funding sources represented by:						
Grants		6,227	1,333	8,952	4,658	958
Contributions		636	2,500	1,135	3,843	3,388
Council cash		22,922	22,192	23,335	26,631	27,751

		Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Strategic Resource Plan Projections		
	Notes			2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Borrowings		-	-	-	-	-
Asset sales		300	520	300	300	300
Reserves		7,171	16,822	18,375	7,764	2,600
Total capital works expenditure	4.4.1	37,256	43,367	52,097	43,196	34,997

3.6 Statement of human resources for the four years ending 30 June 2024

		Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Strategic Resource Plan Projections		
				2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Staff expenditure						
Employee costs - operating		50,886	54,615	57,657	59,059	60,491
Employee costs - capital		1,955	2,297	2,430	2,491	2,554
Total staff expenditure		52,841	56,912	60,087	61,550	63,045
		FTE	FTE	FTE	FTE	FTE
Staff numbers						
Employees		488.30	501.37	525.48	525.48	525.48
Total staff numbers		488.30	501.37	525.48	525.48	525.48

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

Department	Budget 2020/21 \$'000	Comprises			
		Permanent		Casual	Temporary
		Full Time \$'000	Part time \$'000		
Community Services	18,438	8,236	4,574	1,994	3,634
Corporate Services	10,857	8,733	1,287	163	674
Infrastructure Services	10,390	9,490	355	25	520
Planning Services	12,755	9,801	1,335	585	1,034
Total permanent staff expenditure	52,440	36,260	7,551	2,767	5,862
Other Expenditure	2,175				
Capitalised labour costs	2,297				
Total expenditure	56,912				

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

Department	Budget 2020/21	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
Community Services	172.94	69.46	43.71	19.62	40.15
Corporate Services	91.36	70.45	13.33	1.53	6.05
Infrastructure Services	104.70	96.81	2.79	-	5.10
Planning Services	111.67	82.34	11.89	7.95	9.49
Total permanent staff expenditure	480.67	319.06	71.72	29.10	60.79
Capitalised labour costs	20.70				
Total staff	501.37				

4. Notes to Financial Statements

This section presents detailed information on material components of the financial statements.

4.1 Comprehensive Income Statement

4.1.1. Rates and Charges

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2020/21 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 0.0% which is lower than the rate cap.

This will raise total rates and charges for 2020/21 to \$104,513,929 (inclusive of waste management charge of \$6.7 million).

4.1.1(a)

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

	2019-20 Forecast Actual \$'000	2020/21 Budget \$'000	Change \$'000	%
General rates*	95,679	96,967	1,288	1.35%
Municipal charge*	832	841	9	1.08%
Waste management charge	5,773	6,706	933	16.16%
Sub-total	102,284	104,514	2,230	2.18%
Waste management charge - Additional Bins	1,071	967	-104	-9.71%
Rates Adjustments	(199)	-40	159	-79.90%
Council Pensioner Discount	(777)	-814	-37	4.76%
Transition Rates Discount	(191)	-	191	-100.00%
COVID-19 Hardship	(2,250)	-	2,250	-100.00%
Supplementary rates and rate adjustments	1,065	866	-199	-18.69%
Interest on rates and charges	267	267	-	0.00%
Revenue in lieu of rates - Legal Cost Recovered	141	141	-	0.00%
Total rates and charges	101,411	105,901	4,490	4.43%

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

The difference between the rate increase of 0.0% and 1.35% is due to the annualised impact of supplementary rates raised in 2019/20.

Business relief package 2019/20 for businesses affected by the COVID-19 - \$2.250m 50% discount on May 2020 quarterly rate instalment for eligible businesses.

4.1.1(b)

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

Type or class of land	2019/20 Budget cents/\$CIV*	2020/21 Budget cents/\$CIV*	Change %
General rate for rateable residential properties	0.00294654	0.00276226	-6.25%
General rate for rateable commercial properties	0.00353585	0.00345283	-2.35%
General rate for rateable industrial properties	0.00441981	0.00428150	-3.13%
General rate for rateable vacant properties	0.00589308	0.00552452	-6.25%
General rate for rateable cultural and recreational properties	-	0.00165736	

4.1.1 (c)

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

Type or class of land	2019/20 Budget \$'000	2020/21 Budget \$'000	Change	
			\$'000	%
Residential	69,478	70,705	1,227	1.77%
Commercial	14,932	14,095	(837)	-5.61%
Industrial	7,501	7,574	73	0.97%
Vacant	3,768	4,531	763	20.25%
Cultural and recreational	-	62	62	0.00%
Total amount to be raised by general rates	95,679	96,967	1,288	1.35%

4.1.1 (d)

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

Type or class of land	2019/20 Budget Number	2020/21 Budget Number	Change	
			Number	%
Residential	36,789	37,836	1,047	2.85%
Commercial	2,440	2,436	(4)	-0.16%
Industrial	1,165	1,200	35	3.00%
Vacant	598	552	(46)	-7.69%
Cultural and recreational	-	7	7	
Total number of assessments	40,992	42,031	1,039	2.53%

4.1.1 (e)

The basis of valuation to be used is the Capital Improved Value (CIV) in 2020/2021 and in 2019/20.

4.1.1 (f)

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

Type or class of land	2019/20 Budget	2020/21 Budget	Change	
	\$'000	\$'000	\$'000	%
Residential	23,579,406	25,596,788	2,017,382	8.56%
Commercial	4,223,122	4,082,160	(140,962)	-3.34%
Industrial	1,697,178	1,768,998	71,820	4.23%
Vacant	639,310	820,271	180,961	28.31%
Cultural and recreational	-	37,205	37,205	
Total value of land	30,139,016	32,305,422	2,166,406	7.19%

4.1.1. (g)

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

Type of Charge	Per Rateable Property 2019/20 Budget	Per Rateable Property 2020/21 Budget	Change	
	\$	\$	\$	%
Municipal	20	20	-	0.00%

4.1.1(h)

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

Type of Charge	2019/20 Budget	2020/21 Budget	Change	
	\$	\$	\$	%
Municipal	819,840	840,620	20,780	2.53%

4.1.1. (i)

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

Type of Charge	Per Rateable Property 2019/20 Budget	Per Rateable Property 2020/21 Budget	Change	
	\$	\$	\$	%
Waste Management Charge	157.65	179.75	22.10	14.01%
Total	157.65	179.75	22.10	14.01%

4.1.1. (j)

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

Type of Charge	2019/20 Budget	2020/21 Budget	Change	
	\$	\$	\$	%
Waste Management Charge	5,695	6,706	1,011	17.75%
Total	5,695	6,706	1,011	17.75%

4.1.1 (k)

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

	2019/20 Budget \$'000	2020/21 Budget \$'000	Change	
			\$'000	%
<i>General rates*</i>	95,679	96,967	1,288	1.35%
<i>Municipal charge*</i>	820	841	21	2.56%
<i>Waste management charge</i>	5,695	6,706	1,011	17.75%
<i>Supplementary rates and rate adjustments</i>	850	866	16	1.88%
Total Rates and charges	103,044	105,380	2,336	2.27%

The difference between the rate increase of 0.0% and 1.35% is due to the annualised impact of supplementary rates and increased waste costs.

4.1.1 (l)

Fair Go Rates System Compliance (ESC)

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

	2019/20 Budget	2020/21 Budget
Total Annualised Rates & Municipal Charges	\$99,700,978	\$97,808,148
Number of rateable properties	40,992	42,031
Base Average Rate	\$2,432.21	\$2,327.05
Maximum Rate Increase (set by the State Government)	2.50%	2.00%
Capped Average Rate	\$2,493.01	\$2,373.59
Maximum General Rates and Municipal Charges Revenue	\$102,193,502	\$99,764,311
Budgeted General Rates and Municipal Charges Revenue	\$96,498,553	\$97,807,831
Budgeted Supplementary Rates	\$850,000	\$866,349
Budgeted Total Rates (Including Supplementary Rates) and Municipal Charges Revenue	\$97,348,553	\$98,674,180

4.1.1. (m)

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

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

- The making of supplementary valuations (2020/21: estimated \$866,349 and 2019/20: \$850,000)
- Stage 3 valuations are used and Stage 4 is subject to Valuer General Certification.
- COVID 19 valuation impacts.
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that ratable land becomes non-ratable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n)

Differential Rates

Rates to be levied

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

- a general rate of 0.00276226 (0.00276226 cents in the dollar of CIV) for all rateable residential properties.
- a general rate of 0.00345283 (0.00345283 cents in the dollar of CIV) for all rateable commercial properties.
- a general rate of 0.00428150 (0.0042815 cents in the dollar of CIV) for all rateable industrial properties.
- a general rate of 0.00552452 (0.00552452 cents in the dollar of CIV) for all rateable vacant properties.
- a general rate of 0.00165736 (0.00165736 cents in the dollar of CIV) for all rateable Culture and Recreational properties.

For the purposes of identifying the types/classes of land applicable to each rate the properties are grouped in accordance with the Australian Valuation Property Classification Code (AVPCC) Categories, as adopted by the Valuer-General Victoria (VGV) for the 2020 Revaluation.

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

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

Residential Land

Characteristics:

Residential Land is any land;

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

Objective:

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
Construction and maintenance of infrastructure assets; Development and provision of health and community services; and Provision of general support services.

Type and Class:

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

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2020/21 financial year.

Geographic Location:

Wherever located within the municipal district.

Use of Differential rate:

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

Use of Land:

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

Planning Scheme Zoning

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

Impact:

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

Quantum:

Quantum is set as 1.0 in accordance with legislation.

Commercial Land

Characteristics:

Commercial Land is any land;

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

Objective:

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

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

Type and Class:

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

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2020/21 financial year.

Geographic Location:

Wherever located within the municipal district.

Use of Differential rate:

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

Use of Land:

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

Planning Scheme Zoning

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

Impact:

The current rating differential is 1.25, or 25% higher than the residential land rate differential. Thus a commercial property will pay 25% more in rates than a residential land assuming both have the same valuation.

Quantum:

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

Industrial Land

Characteristics:

Industrial Land is any land;

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

Objective:

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

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

Type and Class:

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

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2020/21 financial year.

Geographic Location:

Wherever located within the municipal district.

Use of Differential rate:

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

Use of Land:

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

Planning Scheme Zoning

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

Impact:

This rating differential currently is 1.55, thus 55% higher than the residential land rate differential. Thus, an industrial property will pay 55% more in rates than a residential property assuming they have the same valuation.

Quantum:

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

Vacant Land

Characteristics:

Vacant Residential Land

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

Vacant Commercial land

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

Vacant Industrial land

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

Objective:

The objective of this differential rate is to:

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

Type and Class:

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

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2020/21 financial year.

Geographic Location:

Wherever located within the municipal district.

Use of Differential rate:

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

Use of Land:

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

Planning Scheme Zoning

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

Impact:

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

Quantum:

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

Cultural & Recreational Lands

Characteristics:

Any land which is not residential, commercial, industrial or vacant Land which is specifically set aside for the use of cultural and recreational activities whereby the members derive a financial benefit or profit from the activities. The Act effectively provides for properties used for indoor/outdoor activities to be differentially rated. For the 2020-21 rating year Council will provide a concession to 7 properties coded with a description of 'Cultural and Recreational Lands' in Council's rate records. The residential rate is applied to these properties and then a 40 per cent discount on rates is apportioned to each property. It is considered that these clubs provide a benefit to the general community. This includes 1 Boat Club, 1 Homing club, 1 Golf course, 2 Tennis Clubs and 2 Bowling clubs.

Objective:

The following are the objectives of differential rates currently adopted for the different property types. To ensure that the promotion of cultural, heritage and recreational activity occurs within Council's municipal district and that this is supported in a way that encourages appropriate activity and development. Council has considered the service utilised by the lands and the benefit these lands provide to the community by consideration of their cultural or recreational land use, as required under The Act.

Type and Class:

Under the provisions of the Cultural and Recreational Land Act 1963, the Council levies an amount of rates payable in respect of recreational lands that cater for sporting activities on the land.

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2020/21 financial year

Geographic Location:

Wherever located within the municipal district.

Use of Differential rate:

The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Use of Land:

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

Planning Scheme Zoning

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

Impact:

The Act requires there to be an appropriate rate for the purposes of establishing differential rates for cultural & recreational lands.

Quantum:

This rating differential currently is 0.6, thus 40% lower than the residential property rate differential. Thus, a Cultural and Recreational property will pay 40% less in rates than a residential property assuming the same valuation.

4.1.2 Statutory Fees and Fines

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Infringements	7,674	7,039	-635	-8.27%
Infringements and costs	2,180	1,526	-654	-30.00%
Magistrate Court Payments	20	0	-20	-100.00%
Town planning fees	920	993	73	7.92%
Land information certificates	75	87	12	16.86%
Permit	1,102	931	-171	-15.53%
Other statutory fees	487	164	-323	-66.31%
Total statutory fees and fines	12,458	10,740	-1,718	-13.79%

4.1.3 User Fees

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Aged and health services	192	112	-80	-41.46%
Leisure centre and recreation	3,634	4,090	456	12.54%
Child care/children's programs	33	31	-2	-5.76%
Parking	1,880	3,314	1,434	76.31%
Registration and other permits	487	514	27	5.43%
Building services	70	345	275	393.43%
Cemetery fees	100	160	60	60.00%
Waste management services	20	19	-1	-4.25%
Other fees and charges	2,098	1,725	-373	-17.81%
Total user fees	8,514	10,310	1,796	21.09%

4.1.4 Grants – Operating

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

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	4,250	5,512	1,262	30%
State funded grants	10,917	4,304	-6,613	-61%
Other funded grants	37	117	80	216%
Total grants received	15,204	9,933	-5,271	-35%
(a) Operating Grants				
<i>Recurrent - Commonwealth Government</i>				
Financial Assistance Grants – general purpose	3,577	4,554	977	27%
Health Support Programs	1,094	2,179	1,085	99%
	2,483	2,375	-108	-4%
<i>Recurrent - State Government</i>				
Aged care	3,234	3,518	284	9%
Community Safety	771	1,059	288	37%
Libraries	553	479	-74	-13%
Maternal & Child Health	622	590	-32	-5%
School Crossing Supervisors	1,029	1,131	102	10%
	259	259	-	-
Total recurrent grants	6,811	8,072	1,261	19%

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
<i>Non-recurrent - Commonwealth Government</i>	-	-	-	-
Other			-	-
<i>Non-recurrent - State Government</i>	187	86	-101	-54%
Community Network	24	-	-24	-100%
Festivals	110	-	-110	-100%
Health Support Programs	9	-	-9	-100%
Local environments	3	-	-3	-100%
Open space	-	70	70	100%
Recyclable Collection	-	-	-	-
SES	-	16	16	100%
Social Planning and Equality	41	-	-41	-100%
Strategic planning	-	-	-	-
Youth Space	-	-	-	-
<i>Non-recurrent - Other</i>	37	117	80	216%
Australian Multicultural Services - Community network	36	-	-36	-100%
Australian Multicultural Services - Health Support Programs	1	-	-1	-100%
Other	-	117	117	100%
Total non-recurrent grants	224	203	-21	-9%
Total operating grants	7,035	8,275	1,240	18%
 (b) Capital Grants				
<i>Recurrent - Commonwealth Government</i>	673	958	285	42%
Roads to recovery	358	358	-	-
Financial Assistance Grants - Local Roads	315	600	285	90%
<i>Recurrent - State Government</i>	-	-	-	-
Other	-	-	-	-
Total recurrent grants	673	958	285	42%
<i>Non-recurrent - Commonwealth Government</i>			-	-
Community Infrastructure			-	-
<i>Non-recurrent - State Government</i>	7,496	700	-6,796	-91%
Community Infrastructure	6,349	575	-5,774	-91%
Community Road Infrastructure	1,147	125	-1,022	-89%
<i>Non-recurrent - Other</i>	-	-	-	-
Community Infrastructure	-	-	-	-
Community Road Infrastructure	-	-	-	-
Total non-recurrent grants	7,496	700	-6,796	-91%
Total capital grants	8,169	1,658	-6,511	-80%
Total Grants	15,204	9,933	-5,271	-35%

4.1.5 Contributions

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Monetary	4,688	6,416	1,728	36.86%
Non-monetary	-	3,825	3,825	
Total contributions	4,688	10,241	5,553	118.45%

4.1.6 Other Income

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Interest	1,428	1,125	-303	-21.24%
Other rent	731	816	85	11.63%
Other	1,088	635	-453	-41.66%
Total other income	3,247	2,576	-671	-20.68%

4.1.7 Employee Costs

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Wages and salaries	44,956	47,977	3,021	6.72%
WorkCover	603	720	117	19.32%
Superannuation	4,107	4,485	378	9.20%
Fringe Benefit Tax (FBT)	250	293	43	17.20%
Other	970	1,141	171	17.59%
Total employee costs	50,886	54,616	3,730	7.33%

4.1.8 Material and Services

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Waste Management	5,916	6,617	701	11.84%
Civil Works & Amenity	5,474	5,351	-123	-2.25%
Parking & Local Laws	2,920	3,446	526	18.02%
Parks and Open Space	3,574	3,334	-240	-6.72%
Information Technology Services	3,516	3,584	68	1.93%
Environmental Services	2,364	2,329	-35	-1.50%
Facility Management	1,754	1,757	3	0.17%
Asset Management	1,580	1,434	-146	-9.24%
Activation & Festivals	1,195	1,081	-114	-9.52%
Maribyrnong Aquatic Centre	990	826	-164	-16.52%
Risk Management	1,084	1,056	-28	-2.55%
Strategic Planning	751	690	-61	-8.15%
Revenue & Valuations	770	651	-119	-15.47%
Library Services	752	642	-110	-14.56%
Community Care	3,102	3,064	-38	-1.25%
Compliance Regulatory Services	448	574	126	28.10%
Media & Communications	378	517	139	36.54%
Sport and Recreation	452	427	-25	-5.49%
Arts & Culture	446	753	307	69.00%
Major Projects & Strategic Relationships	90	281	191	211.66%

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Maternal & Child Health	138	145	7	4.76%
Youth Services	126	139	13	10.71%
Diversity & Inclusion	88	147	59	67.93%
Neighbourhood Community Centres	131	133	2	1.51%
Capital improvement program	11,918	8,874	-3,044	-25.54%
<i>Others</i>	7,718	5,768	-1,950	-25.27%
Total Materials and Services	57,675	53,620	-4,055	-7.03%

4.1.9 Depreciation and Amortisation

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Property	4,481	4,651	170	3.79%
Plant & equipment	2,233	2,354	121	5.42%
Infrastructure	11,548	11,853	305	2.64%
Total depreciation	18,262	18,858	596	3.26%

4.1.10 Amortisation - Right of use assets

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Right of use assets	792	744	-48	-6.06%
Total amortisation - right of use assets	792	744	-48	-6.06%

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

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Proceeds of Sale	-647	-600	-47	-7.3%
Write Down Value of Assets Disposed	2,000	2,000	-	-
Total Net gain/(loss) on disposal of property, infrastructure, plant and equipment	1,353	1,400	47	3.5%

4.1.12 Other Expenses

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
External Audit	60	60	-	0.00%
Other Audit Services	248	171	-77	-31.05%
Leasing Equipment	308	316	8	2.60%
Leasing Fleet	100	100	-	0.00%
Leasing Property	110	108	-2	-1.82%
Councillors Allowances	256	267	11	4.30%
Citizenship Ceremonies	10	16	6	60.00%
Election Cost	-	447	447	
Total other expenses	1,092	1,485	393	35.99%

4.2 Balance Sheet

4.2.1 Assets

Cash and cash equivalents	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Cash on hand	10	10	-	0.00%
Cash at bank	32,613	28,036	-4,577	-14.03%
Total	32,623	28,046	-4,577	-14.03%

Other financial assets	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Term deposits- current	46,000	44,000	-2,000	-4.35%
Total financial assets	46,000	44,000	-2,000	-4.35%

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

- Trust funds and deposits	3,262	3,262	0	0.00%
Total restricted funds	3,262	3,262	0	0.00%
Total unrestricted cash and cash equivalents	29,361	24,784	-4,577	-15.59%

Intended allocations

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

- Cash held to fund carried forward capital works	2,131	-	-2,131	-100.00%
- Grants received in advance	6,318	-	-6,318	-100.00%
- Mausoleum trust	575	575	0	0.00%
- Open space contributions	16,503	18,422	1,919	11.63%
- Developer contribution plans	2,630	2,630	0	0.00%
- Long service leave liability	9,773	9,188	-585	-5.99%
- Annual leave liability	4,724	4,325	-399	-8.45%
- Gratuity liability	879	879	-	0.00%
Total funds subject to intended allocations	43,533	36,019	-7,514	-17.26%

Property, infrastructure, plant and equipment	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Land	548,312	548,912	600	0.11%
Buildings	188,293	193,078	4,785	2.54%
Plant and Equipment	9,581	12,310	2,729	28.48%
Infrastructure	363,125	381,591	18,466	5.08%
Works in progress	-	-	-	-
Total	1,109,311	1,135,644	26,333	2.37%

4.2.2 Liabilities

Borrowings

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

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Amount borrowed as at 30 June of the prior year	-	-	-	-
Amount proposed to be borrowed	-	-	-	-
Amount projected to be redeemed	-	-	-	-
Amount of borrowings as at 30 June	-	-	-	-

4.2.3 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Right-of-use assets				
Property				-
Vehicles	1,031	851	-180	-17.46%
Other, etc.	877	681	-196	-22.35%
Total right-of-use assets	1,908	1,531	-377	-19.75%
Lease liabilities				
Current lease Liabilities				
Land and buildings	-	-		
Plant and equipment	810	744	-66	-8.15%
Other, etc.	-	-		
Total current lease liabilities	810	744	-66	-8.15%
Non-current lease liabilities				
Land and buildings	-	-		
Plant and equipment	1,098	787	-311	-28.32%
Other, etc.	-	-		
Total non-current lease liabilities	1,098	787	-311	-28.32%
Total lease liabilities	1,908	1,531	-377	-19.75%

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 2.65%.

4.3 Statement of changes in equity

4.3.1 Reserves

(a) Asset revaluation reserves

Budget 2020/21	Balance at beginning of reporting period \$'000	Transfer from Accumulated surplus \$'000	Transfer to Accumulated surplus \$'000	Balance at end of reporting period \$'000
Asset revaluation reserves	711,388	0	0	711,388

(b) Other reserves

Budget 2020/21	Balance at beginning of reporting period \$'000	Transfer from Accumulated surplus \$'000	Transfer to Accumulated surplus \$'000	Balance at end of reporting period \$'000
Major projects	34,194	9,584	5,905	30,515
Statutory	16,503	1,997	3,916	18,422
Developer Contribution (DCP)	3,206	2,500	2,500	3,206
Carried forward grants	6,318	6,318	-	-
Carried forward Council funds	2,131	2,131	-	-
Total Other Reserves	62,352	22,530	12,321	52,143

4.4. Detailed List of Capital Works

This section presents a listing of the capital works projects that will be undertaken for the 2020/2021 year. The capital works projects are grouped by class and include the following:

4.4.1 Summary

	FORECAST ACTUAL 2019/20 \$(000)	BUDGET 2020/21 \$(000)	CHANGE \$(000)	%
Property	11,511	9,898	-1,613	-14.01%
Plant and equipment	4,248	5,083	835	19.66%
Infrastructure	21,496	28,386	6,890	32.05%
Total	37,255	43,367	6,112	16.41%

Capital Works Program	Project Cost	Asset Expenditure Types										
For The Year Ending 30 June 2021	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
Property	9,898	2,381	4,685	2,832	0	0	0	0	0	600	3,251	6,047
Plant & Equipment	5,083	1,400	3,175	508	0	0	0	0	520	0	1,700	2,863
Infrastructure	28,386	10,036	13,447	4,903	0	1,333	2,500	0	0	1,267	10,004	13,282
Total - Capital Works 2020/21	43,367	13,817	21,307	8,243	0	1,333	2,500	0	520	1,867	14,955	22,192

4.4.2 Current Budget

New Works

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP1	Property												
CAP2	Land												
CAP3	New Park land acquisition Open Space	600	600								600		
CAP4	Total Land	600	600								600		
CAP5	Buildings												
CAP6	Annual Early Years Facility Playground Upgrade Program (10 Years)	270			270								270
CAP7	Henry Turner South - Pavilion Detailed Design and Construction	500			500							500	
CAP8	Footscray Library Community and Cultural Hub (NeXT) Year 1 - Feasibility / Business Case Year 2 - Schematic Design (20/21) Year 3 - Detailed Design Years 4 & 5 - Construction* *Includes 1% for Public Art	1,000	1,000									1,000	
CAP9	Hansen Reserve Pavilion Year 1 (19/20) - Feasibility and Concept Design + schematic Year 2 & 3- Detailed Design Year 4 & 5 - Construction	293	293										293

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP10	Maribyrnong Reserve Community Facilities Optimisation Year 1 (20/21) - Feasibility & Design Year 2 & 3 - Construction	216			216								216
CAP11	Pennell Reserve scoreboard	110	110										110
CAP12	Public Toilet Strategy (1 Per annum) (Footscray Park18/19, Braybrook19/20, Cruickshank, Grimes, Cranwell)	378	378										378
CAP13	TOWN HALL	1,200			1,200							1,200	
CAP14	Henry Turner North Pavilion - design of female friendly facilities	450			450							154	296
CAP15	Hansen Reserve Tennis Courts Kingsville Tennis Club	330		330									330
CAP16	Building Compliance Audits	100		100									100
CAP17	Building Bi-lock	15		15									15
CAP18	Buildings Anchor Points Program	70		70									70
CAP19	Building Demolitions	380		380									380
CAP20	Asbestos and HAZMAT Audits And Removal Works	95		95									95
CAP21	DDA Access To Council Buildings	100		100									100
CAP22	Building Renewal Program	3,394		-									3,394
CAP23	Building Renewal PMO, Design and Contingency			630									
CAP24	Angliss Centre			312									
CAP25	Blackwood Street Neighbourhood House			4									
CAP26	Clare Court Children's Centre			15									

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP27	FCAC Warehouse Office			16									
CAP28	FCAC Henderson House			897									
CAP29	Griffith & Baird Waterside Artworks			55									
CAP30	MAC - Building Improvement			200									
CAP31	MAC - Plant Renewal			200									
CAP32	Phoenix Youth Club			150									
CAP33	Recwest Braybrook HVAC			660									
CAP34	Saltwater Children's Centre			60									
CAP35	Norfolk St Children's Centre priority works			154									
CAP36	Sunshine House East - Adult Training & Support Centre			10									
CAP37	Braybrook and Footscray Library Smart Bin			16									
CAP38	Yarraville Library - Structural investigation			10									
CAP39	Yarraville Senior Citizens			5									
CAP40	Total Buildings	8,901	1,781	4,484	2,636	-	-	-	-	-	-	2,854	6,047
CAP41	Total - Property	9,501	2,381	4,484	2,636	-	-	-	-	-	600	2,854	6,047
CAP42	Plant and Equipment												
CAP43	Computers and Telecommunications												
CAP44	PC Management/Replacement	508			508								508
CAP45	Single view of Customer	1,400	1,400									1,400	
CAP46	IT renewals	585		585									585
CAP47	Total - Computers and Telecommunications	2,493	1,400	585	508							1,400	1,093
CAP48	Library Books												
CAP49	Library Collections Annual Program	890		890									890
CAP50	Total - Library Books	890		890									890

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP51	Plant, Machinery and Equipment												
CAP52	Fleet Renewal Program	1,700		1,700						520		300	880
CAP53	Total - Plant, Machinery and Equipment	1,700		1,700						520		300	880
CAP54	Total - Plant and Equipment	5,083	1,400	3,175	508					520		1,700	2,863
CAP55	Infrastructure												
CAP56	Drainage												
CAP57	Drainage improvement program - Montgomery Street	130		130								130	
CAP58	Drainage Improvement Program	554		554									554
CAP59	Blackston Street - Seg 01: Droop - Dead End												
CAP60	Dickens Street - Seg 01: Williamstown - Powell												
CAP61	Dudley Street - Seg 01: Leigh - Essex												
CAP62	Dudley Street - Seg 02: Essex - Barkly												
CAP63	Jerrold Street - Seg 01: Gordon - Commercial												
CAP64	Pearce Street - Seg 01: North End - Dickens												
CAP65	Pearce Street - Seg 02: Dickens - South End												
CAP66	Total Drainage	684	-	684	-	-	-	-	-	-	-	130	554
CAP67	Footpath and Cycleways												
CAP68	Bicycle and Pedestrian Upgrades	1,050			1,050								1,050
CAP69	Bicycle network upgrade river trails- Footscray Park	394			394								394
CAP70	Footpaths and pram crossings	270			270								270
CAP71	Stony Creek Trail construction - Waratah to Roberts Street	297			297								297
CAP72	Footpath Renewal Program	444		444									444

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP73	Blackston Street - Seg 01: Droop - Dead End												
CAP74	Dickens Street - Seg 01: Williamstown - Powell												
CAP75	Dudley Street - Seg 01: Leigh - Essex												
CAP76	Dudley Street - Seg 02: Essex - Barkly												
CAP77	Jerrold Street - Seg 01: Gordon - Commercial												
CAP78	Pearce Street - Seg 01: North End - Dickens												
CAP79	Pearce Street - Seg 02: Dickens - South End												
CAP80	Total - Footpath and Cycleways	2,455	-	444	2,011	-	-	-	-	-	-	-	2,455
CAP81	Off street Carparks												
CAP82	Chifley Dve Shoulder Car Park	108	108										108
CAP83	Chifley Drive Carpark near Coulson Garden Playground	230		230								230	
CAP84	Parking infrastructure /Sensors/Other parking technology	150		150									150
CAP85	Total - Off street Carparks	488	108	380	-	-	-	-	-	-	-	230	258
CAP86	Parks, Open Space and Streetscapes												
CAP87	Westgate Tunnel - Footscray Wharf and Promenade Project	500	500				250					250	
CAP88	Stony Creek - Directions Plan Implementation - paths and planting	125			125		125						
CAP89	Parks and Open Space Renewal Program - Alex Beaton Reserve - light	120		120								120	
CAP90	Parks and Open Space Renewal Program - Alex Beaton Reserve - irrigation renewal	190		190									190
CAP91	Parks and Open Space Renewal Program	3,496											3,496

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP92	Parks and Open Spaces PMO, Design & Contingency			359									
CAP93	Burndap Park			55									
CAP94	Burton Crescent Reserve			20									
CAP95	Dobson Reserve			73									
CAP96	Footscray Art Centre			30									
CAP97	Mclvor Reserve Renewal			120									
CAP98	Mclvor Reserve Yarraville Glory Lighting			200									
CAP99	Mclvor Reserve Hockey Club Pitch Replacement			830									
CAP100	Berbert Park			30									
CAP101	Yarraville Oval Cricket Net Replacement			350									
CAP102	Yarraville Oval Lighting Replacement			250									
CAP103	Yarraville Tennis Club lighting			220									
CAP104	Various Sites (Rec Structures, Sports Netting)			734									
CAP105	Various Sites (Softfall, Fencing, Bollards)			225									
CAP106	Total - Parks, Open Space and Streetscapes	4,431	500	3,806	125	-	375	-	-	-	-	370	3,686
CAP107	Recreational, Leisure and Community Facilities												
CAP108	Hansen Reserve, West Footscray - Implementation of Masterplan, playground, bike track, basketball court, planting	1,267			1,267						1,267		
CAP109	Total - Recreational, Leisure and Community Facilities	1,267	-	-	1,267	-	-	-	-	-	1,267	-	-
CAP110	Roads												

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP111	Cowper Street Design, includes Car Park	1,500			1,500							1,500	
CAP112	Footscray Central Activity Area - Joseph Road public Realm works	2,500	2,500					2,500					
CAP113	Road Improvement Program	5,599		5,599			958					-	4,641
CAP114	Roads, Footpath, Kerb & Drainage PMO, Design and Contingency												
CAP115	Roads, Footpath, Kerb & Drainage - Advanced design												
CAP116	Blackston Street - Seg 01: Droop - Dead End												
CAP117	Como Parade - Seg 01: Duffy - Hillside												
CAP118	Crothers Street Seg 01: Rutland - Hampden												
CAP119	Dickens Street - Seg 01: Williamstown - Powell												
CAP120	Dudley Street - Seg 01: Leigh - Essex												
CAP121	Dudley Street - Seg 02: Essex - Barkly												
CAP122	Edgewater Boulevard Seg 01: Gordon - Width												
CAP123	Empress Avenue - Seg 02: Chatfield - Shackell												
CAP124	Essex Street - Gordon to Eleanor												
CAP125	Gibb Street - Seg 01: Yardley - Suffolk												
CAP126	Jepson Street Seg 01: Austin (West) - Charlotte												
CAP127	Jerrold Street - Seg 01: Gordon - Commercial												
CAP128	Leander Street - Seg 02: Essex - Barkly												
CAP129	Menzies Street Seg 01: Kenneth - Darnley												
CAP130	Pearce Street - Seg 01: North End - Dickens												

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP131	Pearce Street - Seg 02: Dickens - South End												
CAP132	Pullar Street - Seg 01: Bosquet - Ballarat												
CAP133	Shackell Street - Seg 01: Williamstown - Queensville												
CAP134	The Esplanade - Seg 01: Chicago - Barb												
CAP135	Yardley Street - Seg 02: Deakin - Richelieu												
CAP136	Kerb Improvement Program	868		868									868
CAP137	Blackston Street - Seg 01: Droop - Dead End												
CAP138	Como Parade - Seg 01: Duffy - Hillside												
CAP139	Dickens Street - Seg 01: Williamstown - Powell												
CAP140	Dudley Street - Seg 01: Leigh - Essex												
CAP141	Dudley Street - Seg 02: Essex - Barkly												
CAP142	Jerrold Street - Seg 01: Gordon - Commercial												
CAP143	Leander Street - Seg 02: Essex - Barkly												
CAP144	Pearce Street - Seg 01: North End - Dickens												
CAP145	Pearce Street - Seg 02: Dickens - South End												
CAP146	Laneway Construction Program - Implementation	90		90								90	
CAP147	Green Streetlights - LED Program	100		100									100
CAP148	Total - Roads	10,657	2,500	6,657	1,500	-	958	2,500	-	-	-	1,590	5,609
CAP149	Waste Management												
CAP150	New and Replacement Waste Bins	300	150	150									300
CAP151	Public Place Recycling	150	150										150
CAP152	Total Waste	450	300	150	-	-	-	-	-	-	-	-	450
CAP153	Other Infrastructure												

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP154	Smart Cities & Suburbs Program - Connect the Community to Council Assets	270	270										270
CAP155	Total Other Infrastructure	270	270	-	-	-	-	-	-	-	-	-	270
CAP156	Total Infrastructure	20,702	3,678	12,121	4,903	-	1,333	2,500	-	-	1,267	2,320	13,282
CAP157	Total Capital Works 2020/21	35,286	7,459	19,780	8,047	-	1,333	2,500	-	520	1,867	6,874	22,192

4.4.3 Works Carried Forward From the 2019/2020 Year

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program - Carried Forward from the 2019/20 Year	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP158	Buildings												
CAP159	Yarraville Tennis Club LED Flood Lights	100		100								100	
CAP160	Footscray Park Bowling Club kitchen design and upgrade	41		41								41	
CAP161	TOWN HALL	170			170							170	
CAP162	Henry Turner North Pavilion - design of female friendly facilities	26			26							26	
CAP163	Recwest Braybrook HVAC	60		60								60	
CAP164	Total Buildings	397	-	201	196	-	-	-	-	-	-	397	-
CAP165	Roads											-	
CAP166	Major Project - Road Infrastructure (Cross Street)	850	850									850	
CAP167	Total Roads	850	850	-	-	-	-	-	-	-	-	850	-
CAP168	Parks, Open Space and Streetscapes											-	
CAP169	Westgate Tunnel - Footscray Wharf and Promenade Project	3,500	3,500									3,500	
CAP170	Footscray Park - Civil and Landscaping Structures - irrigation (OPEN SPACE)	359	-	359								359	
CAP171	Hansen Reserve - Sporting Fields and Facilities - Tennis Courts - Kingsville Tennis Club	40	-	40								40	
CAP172	Pipemakers Park, Maribyrnong - Implementation of Masterplan- DEDJTR Grant	745	745									745	
CAP173	Improving recreational access to the Maribyrnong River (pontoon)	353	353									353	

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Capital Works Program - Carried Forward from the 2019/20 Year	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP174	Mclvor Reserve: Sporting Fields and Facilities Renewal (prev. Footscray Hockey Eastern Pitch Short Term Rectification Works)	927		927								927	
CAP175	Total Parks, Open Space and Streetscapes	5,924	4,598	1,326	-	-	-	-	-	-	-	5,924	-
CAP176	Other Infrastructure												
CAP177	Safer Communities Fund, Maribyrnong Parks Lighting	671	671									671	
CAP178	Smart Cities & Suburbs Program - Connect the Community to Council Assets	239	239									239	
CAP179	Total Other Infrastructure	910	910	-	-	-	-	-	-	-	-	910	-
CAP180	Total Capital Works carry forward from 2019/20	8,081	6,358	1,527	196	-	-	-	-	-	-	8,081	-

4.5 Improvement Works

4.5.1 Summary of Improvement Works

Ref	Improvement Works Program	Project Cost	Asset Expenditure Types				Funding Sources						
	For The Year Ending 30 June 2021	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
	Property	3,862	378	256	3,228	0	0	0	0	0	0	2,550	1,312
	Plant & Equipment	138	108	30	0	0	0	0	0	0	0	0	138
	Infrastructure	4,874	1,944	760	2,170	0	325	0	0	0	130	527	3,892
	Total - Improvement Works 2020/21	8,874	2,430	1,046	5,398	0	325	0	0	0	130	3,077	5,342

4.5.2 New Improvement Works

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Improvement Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP181	Property												
CAP182	Land												
CAP183	Industrial Precinct Amenity Improvements (MEIDS)	135	135										135
CAP184	Land Remediation - Various Sites	400			400							400	
CAP185	Quarry Park - New Park Landscape Upgrade - Works as per Masterplan	2,150			2,150							2,150	
CAP186	Total Land	2,685	135	-	2,550	-	-	-	-	-	-	2,550	135
CAP187	Buildings												
CAP188	Kingsville Kindergarten and Roberts St MCH - Office fit out for Kinder and MCH consulting room: - design required - scope to include joinery, plumbing, electrical, painting and flooring renewal	135			135								135
CAP189	Climate Emergency Works	243	243										243
CAP190	Angliss Children's Centre - Food prep station in the babies room	27			27								27
CAP191	Drill Hall - multi-components	108			108								108
CAP192	Maidstone Community Centre - Installation of CCTV cameras	11			11								11
CAP193	Maidstone Community Centre - Swipe card access	16			16								16

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Improvement Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP194	Maribyrnong Community Centre - New dishwasher and joinery upgrade	11			11								11
CAP195	Maribyrnong Community Centre - Swipe card access	14			14								14
CAP196	Maribyrnong River Children's Centre - Upgrade of children's toilets for rooms 4 and 5 and staff kitchen	86			86								86
CAP197	Maribyrnong River Children's Centre - Upgrades to meet Environmental Health compliance	54			54								54
CAP198	Footscray Park Bowling Club kitchen design and upgrade	256		256									256
CAP199	Phoenix Youth Centre Year 1 - Feasibility Study (completed in 19/20) Year 2 - Implementation of priority upgrades to improve functional effectiveness	216			216								216
CAP200	Total Buildings	1,177	243	256	678	-	-	-	-	-	-	-	1,177
CAP201	Total - Property	3,862	378	256	3,228	-	-	-	-	-	-	2,550	1,312
CAP202	Plant and Equipment												
CAP203	Plant, Machinery and Equipment												
CAP204	Community Facility Furniture Replacement Program (10 Years_Yr2)	108	108										108

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Improvement Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP205	Artwork Renewal Program	30		30									30
CAP206	Total - Plant, Machinery and Equipment	138	108	30	-	-	-	-	-	-	-	-	138
CAP207	Total - Plant and Equipment	138	108	30	-	-	-	-	-	-	-	-	138
CAP208	Infrastructure												
CAP209	Footpath and Cycleways												
CAP210	Bicycle trail lighting (Heavenly Queen, Footscray Park, Chifley Drive, Edgewater Waterfront)	270			270								270
CAP211	Footscray Central Pedestrian Priority treatments design and construction	173			173								173
CAP212	Footscray Central Activity Area - Footscray Buckley Pedestrian Priority treatments	108			108								108
CAP213	YNAC - Pedestrian Priority treatments	54			54								54
CAP214	Total - Footpath and Cycleways	605	-	-	605	-	-	-	-	-	-	-	605
CAP215	Off street Carparks												
CAP216	Financial models (whole of life) x 4 projects)	162	162										162
CAP217	Total - Off street Carparks	162	162	-	-	-	-	-	-	-	-	-	162
CAP218	Parks, Open Space and Streetscapes												
CAP219	Street Tree Planting & Urban Forest Strategies	950	950										950

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Improvement Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP220	Cruickshank Park - landscape and path improvement	151			151								151
CAP221	McNish Reserve Landscape Setting	27			27								27
CAP222	Berbert Park- develop new open space	100			100						100		
CAP223	Stony Creek - Hyde Street Reserve - Landscape upgrade	200			200		200						
CAP224	Footscray Central Activity Area - Irving Street Streetscape Improvements and bus interchange	125			125		125						
CAP225	Footscray Central Activity Area - Nicholson Street South Streetscape (Paisley Street to Irving Street)	98			98						30		68
CAP226	West Footscray Neighbourhood Activity Centre - Urban space at Barkly Street - Clarke Street	162	162										162
CAP227	Total - Parks, Open Space and Streetscapes	1,813	1,112	-	701	-	325	-	-	-	130	-	1,358
CAP228	Recreational, Leisure and Community Facilities												
CAP229	RecWest West Footscray - Design	200		200									200
CAP230	Sporting facility concept design - multiple	324	324										324
CAP231	Total - Recreational, Leisure and Community Facilities	524	324	200	-	-	-	-	-	-	-	-	524

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Improvement Works Program	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP232	Roads												
CAP233	Road Infrastructure Condition Assessment	350		350								160	190
CAP234	Local Area Traffic Management (LATM)	540			540								540
CAP235	Minor works: signs, line marking, bike parking	108			108								108
CAP236	Road safety - Implementation of 40KM Signs	216			216								216
CAP237	Total - Roads	1,214	-	350	864	-	-	-	-	-	-	160	1,054
CAP238	Waste Management												
CAP239	Food Waste Implementation	189	189										189
CAP240	Total Waste	189	189	-	-	-	-	-	-	-	-	-	189
CAP241	Total Infrastructure	4,507	1,787	550	2,170	-	325	-	-	-	130	160	3,892
CAP242	Total Improvement Works 2020/21	8,507	2,273	836	5,398	-	325	-	-	-	130	2,710	5,342

4.5.3 Carry Forward Improvement Works From the 2019/2020 Year

	For The Year Ending 30 June 2021	Project Cost	Asset Expenditure Types				Funding						
Ref	Improvement Works Program - Carried Forward from the 2019/20 Year	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP243	Parks, Open Space and Streetscapes												
CAP244	Robert Barrett Reserve - Soft Landscaping - garden	40		40								40	
CAP245	Parks and Open Space Renewal Program - fencing	121		121								121	
CAP246	Public Art	157	157									157	
CAP247	Artwork Renewal Program	49		49								49	
CAP248	Total Parks, Open Space and Streetscapes	367	157	210	-	-	-	-	-	-	-	367	-
CAP249	Total Improvement Works carry forward from 2019/20	367	157	210	-	-	-	-	-	-	-	367	-

4.6 Summary of Capital & Improvements Works Program

	Capital Works Program	Project Cost	Asset Expenditure Types				Funding Sources						
Ref	For The Year Ending 30 June 2021	2020/21 \$(000)	New \$(000)	Renewal \$(000)	Upgrade \$(000)	Expansion \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
	Property	13,760	2,759	4,941	6,060	0	0	0	0	0	600	5,801	7,359
	Plant & Equipment	5,221	1,508	3,205	508	0	0	0	0	520	0	1,700	3,001
	Infrastructure	33,260	11,980	14,207	7,073	0	1,658	2,500	0	0	1,397	10,531	17,174
	Total - Capital Works And Asset Improvement 2020/21	52,241	16,247	22,353	13,641	0	1,658	2,500	0	520	1,997	18,032	27,534

Capital Works & Asset Improvement	Project Cost	Asset Expenditure Types				Summary of Funding Sources						
For The Year Ending 30 June 2021	2020/21 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)	Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)
Property												
- Land	3,285	735	0	2,550	0	0	0	0	0	600	2,550	135
- Buildings	10,475	2,024	4,941	3,510	0	0	0	0	0	0	3,251	7,224
Total Property	13,760	2,759	4,941	6,060	0	0	0	0	0	600	5,801	7,359
Plant & Equipment												
- Computers & Telecommunications	2,493	1,400	585	508	0	0	0	0	0	0	1,400	1,093
- Library Books	890	0	890	0	0	0	0	0	0	0	0	890
- Plant, Machinery & Equipment	1,838	108	1,730	0	0	0	0	0	520	0	300	1,018
Total Plant & Equipment	5,221	1,508	3,205	508	0	0	0	0	520	0	1,700	3,001
Infrastructure												
- Bridges												
- Drainage	684	0	684	0	0	0	0	0	0	0	130	554
- Footpath & Cycleways	3,060	0	444	2,616	0	0	0	0	0	0	0	3,060
- Offstreet Carparks	650	270	380	0	0	0	0	0	0	0	230	420
- Parks, Open Space & Streetscapes	12,535	6,367	5,342	826	0	700	0	0	0	130	6,661	5,044
- Recreational, Leisure & Community Facilities	1,791	324	200	1,267	0	0	0	0	0	1,267	0	524
- Roads	12,721	3,350	7,007	2,364	0	958	2,500	0	0	0	2,600	6,663
- Waste Management	639	489	150	0	0	0	0	0	0	0	0	639
- Other Infrastructure	1,180	1,180	0	0	0	0	0	0	0	0	910	270
Total - Infrastructure	33,260	11,980	14,207	7,073	0	1,658	2,500	0	0	1,397	10,531	17,174
Total - Capital Works & Asset Improvement	52,241	16,247	22,353	13,641	0	1,658	2,500	0	520	1,997	18,032	27,534

5. Financial Performance Indicators

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

Indicator	Measure	Actual 2018/19	Forecast 2019/20	Budget 2020/21	Strategic Resource Plan Projections			Trend +/-
					2021/22	2022/23	2023/24	
<i>Operating position</i>								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-0.75%	0.31%	3.74%	3.70%	4.31%	5.29%	+
<i>Liquidity</i>								
Working Capital	Current assets / current liabilities	343.25%	314.31%	287.65%	242.01%	253.04%	278.50%	-
Unrestricted cash	Unrestricted cash / current liabilities	184%	148.42%	152.82%	136.89%	132.64%	145.75%	0
<i>Obligations</i>								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0.00%	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	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	+
Indebtedness	Non-current liabilities / own source revenue	0.84%	1.78%	1.43%	3.30%	2.71%	2.16%	+
Asset renewal	Asset renewal expenses / Asset depreciation	72.35%	103.71%	112.99%	90.78%	94.81%	97.52%	0
<i>Stability</i>								
Rates concentration	Rate revenue / adjusted underlying revenue	71.84%	76.06%	76.32%	74.02%	74.51%	74.89%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.29%	0.34%	0.33%	0.33%	0.33%	0.33%	+
<i>Efficiency</i>								
Expenditure level	Total expenses/ no. of property assessments	\$3,420.51	\$3,242.02	\$3,165.66	\$3,339.06	\$3,358.36	\$3,338.57	+
Revenue level	Residential rate revenue / no. of residential property assessments	\$2,089.14	\$1,888.54	\$1,868.72	\$1,906.10	\$1,944.22	\$1,983.10	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	23.52%	13.5%	13.50%	13.50%	13.50%	13.50%	0

Key to Forecast Trend

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

Notes to Indicators

Adjusted underlying result - An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

Working capital - The proportion of current liabilities represented by current assets. Working capital is forecast to decrease in 2019/2020 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.

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

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

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

6. Summary of Financial Position

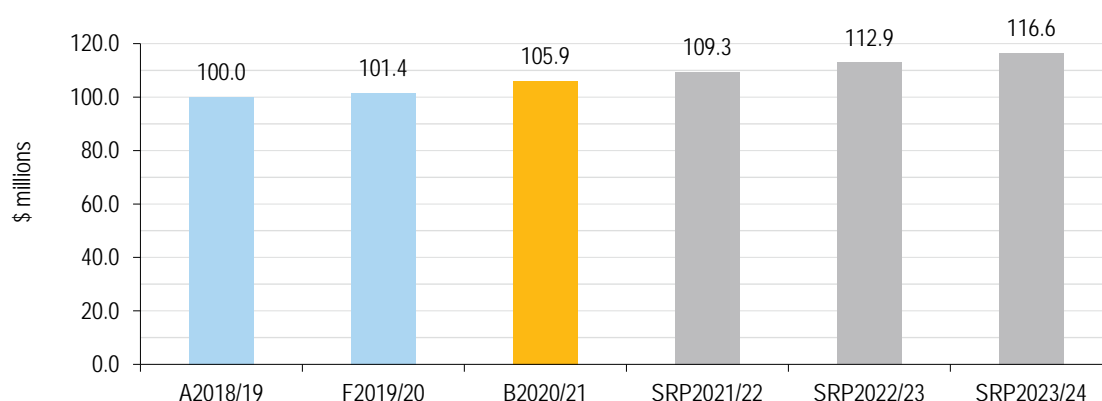
The following reports provide detailed analysis to support and explain the budget reports in the previous section.

This section includes the following analysis and information:

6.1 Summary of Financial Position

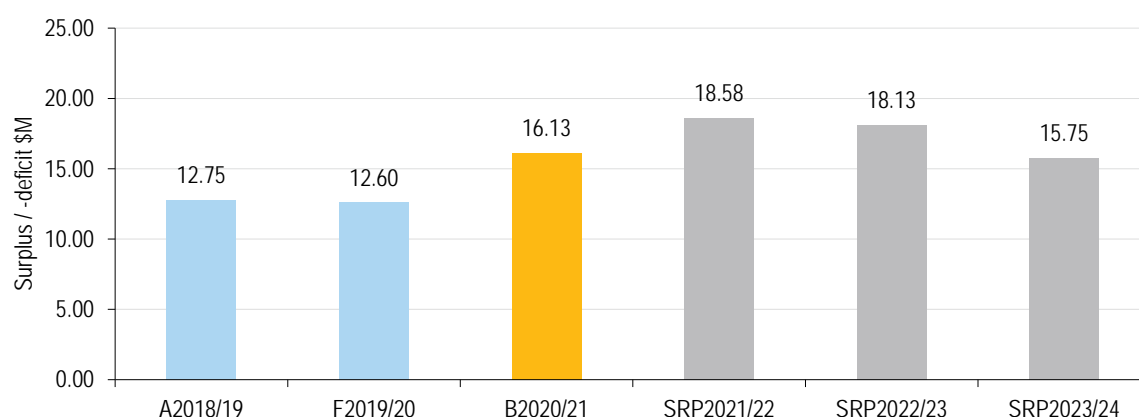
Council has prepared a Budget for the 2020/2021 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

6.1.1 Rates & Charges



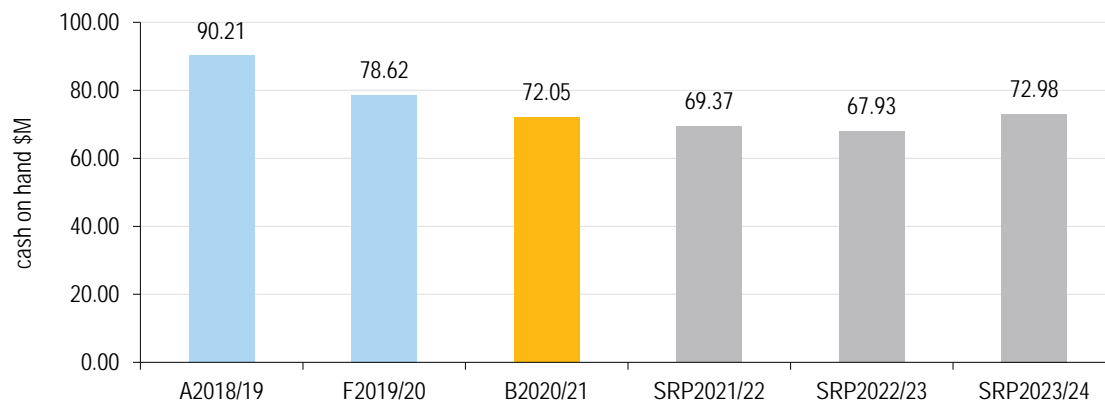
It is proposed that the average rates increase by 0.0% for the 2020/21 year, raising total rates and charges of \$105.9 million, including \$0.86 million generated from supplementary rates. This will result in an increase in total revenue from rates and service charges of 4.43%. The difference between the rate cap of 2.0% and 4.43% is due to the annualised impact of supplementary rates raised in 2019/20 and Business relief package for businesses affected by the COVID-19 - \$2.250m 50% discount on May 2020 quarterly rate instalment for eligible businesses. The 0% rate increase is lower than the rate cap of 2% set by the Minister for Local Government.

6.1.2 Operating Result

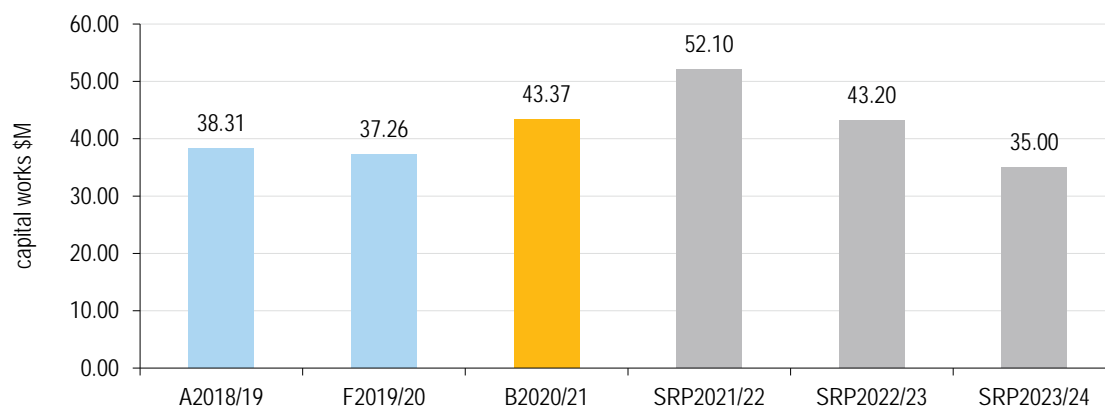


The expected operating result for the 2020/2021 year is a surplus of \$16.126 million, which is an increase of \$3.527 million over forecast of 2019/20. The improved operating result is due mainly to COVID 19 impact and non-monetary contributions in 2020/21. The adjusted underlying result, which excludes items such as non-recurrent capital grants and contributions is a surplus of \$0.415 million for 2019/20 forecast and will increase by 4.770 million for 2020/21 (refer 6.1.6). This is due to COVID 19 Business and Community relief package for 2019/20.

6.1.3 Cash & Investments

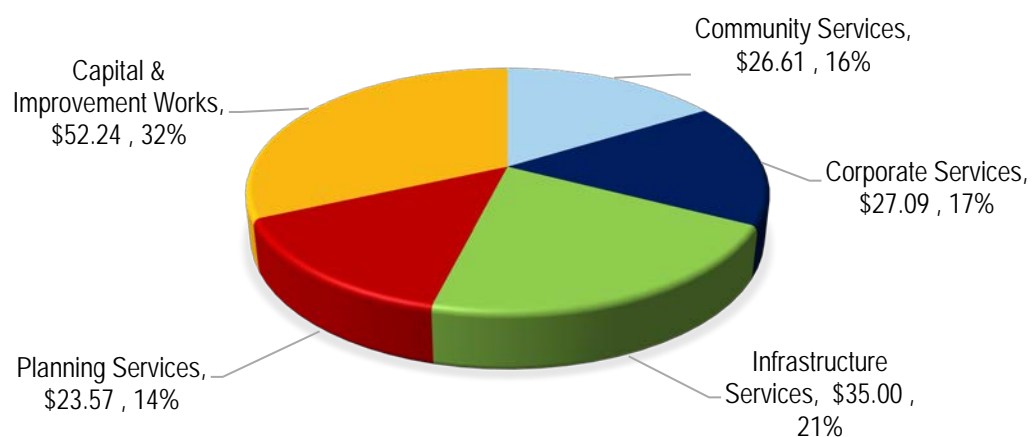


6.1.4 Capital Works



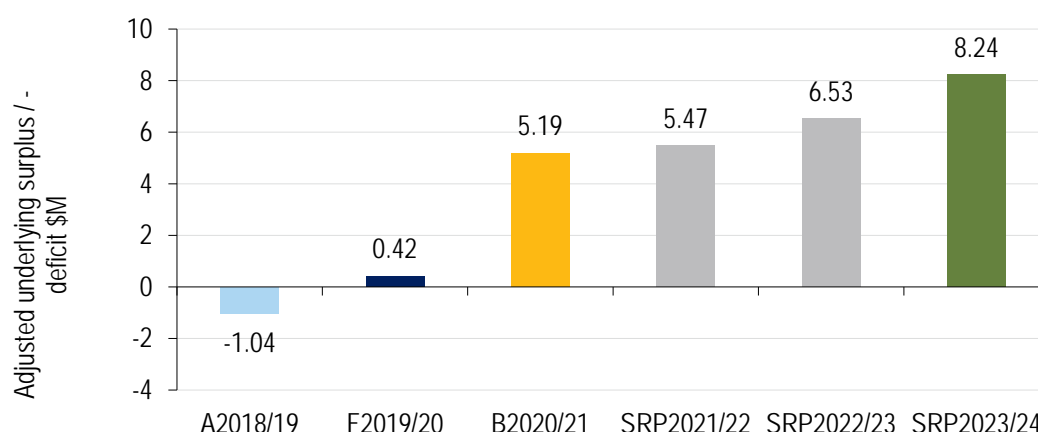
The capital works program for the 2020/2021 year is expected to be \$43.367 million. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program includes a number of major building projects. (Capital works is forecast to be \$37.256 million for the 2019/2020 year).

6.1.5 Council Expenditure Allocations (\$Million)



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.

6.1.6 Financial Sustainability

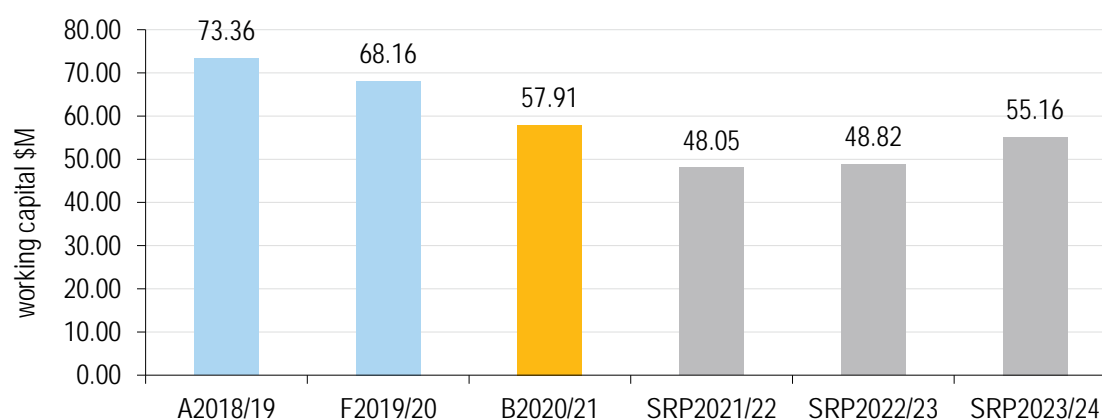


The adjusted underlying result, which excludes items such as non-recurrent capital grants and contributions is a surplus of \$0.42 million for 2019/20 forecast and will increase by 4.77 million for 2020/21.

A high level Strategic Resource Plan for the years 2020/2021 to 2023/2024 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows an increasing surplus over the four year period.

6.1.7 Financial position

The financial position (working capital) is expected to improve although net current assets (working capital) will reduce by \$10.252 million when compare from 2019/20 forecast to 2020/21 budget. This is mainly due to the use of cash reserves to fund the capital works program.



7. Long Term Strategies and Strategic Resource Plan

This section includes the following analysis and information

- 7.1 Strategic Resource Plan
- 7.2 Rating Strategy
- 7.3 Other Long Term Strategies

7.1 Strategic Resource Plan

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

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

The SRP is divided into four sections:

- Plan development
- Financial resources
- Financial performance indicators
- Non-financial resources

Plan Development

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

Council has prepared a Strategic Resource Plan (SRP) for the four years 2020/2021 to 2023/2024 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

- Net Result more than 0% Result, (VAGO)
- Adjusted Underlying Result more than 5%; (VAGO)
- Internal-Financing ratio greater than 100%; (VAGO)
- no deficit budgets (COVID 19 Impacts included in 2019-20 forecast and in 2020-21 Budget)

Liquidity

- working capital ratio greater than 100%; (VAGO)
- indebtedness ratio less than 40%; (VAGO)

Sustainability

- Capital replacement ratio greater than 150%; (VAGO)
- Renewal Gap ratio greater than 100%; (VAGO)
- sustainability assessment by the Victorian Auditor-General as low risk; (VAGO) and
- a minimum 28% of Rates and Municipal Charges applied to Capital (City of Maribyrnong)
- a minimum 70% of Capital applied to Asset Renewal (City of Maribyrnong)

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

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

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

External influences

- COVID 19 Impacts
- All groups Consumer Price Index (CPI) increases on goods and services of 1.8% from December Quarter 2018 to December Quarter 2019 (ABS release 29 January 2020).
- Public sector Wage Price Index is 2.3% December Quarter 2018 to December Quarter 2019 (ABS release 19 February 2020).
- The Victorian Government requires local government rates to be capped from 2016-17 onwards. The cap set for the 2020-21 year is 2.0 percent and for the forecast period figures have been based on the 0.0% for 2020-21 and 2% for 2021-22 to 2023-24.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.
- Cost shifting where Local Government provides a service to the Community on behalf of the State and Federal Government. Over time the funds received by Local Government do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing suppressions, Library services and Home and community Care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the Community.

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

	2020-2021	2021-2022	2022-2023	2023-2024
	%	%	%	%
Consumer Price Index	1.8	1.8	1.8	1.8
Rate cap	0.0	2.0	2.0	2.0
Wages growth	2.25	2.25	2.25	2.25
Grants (operating)	1.70	1.70	1.70	1.70
Statutory fees	1.00	1.00	1.00	1.00
Investment return	0.8 ~ 1.1	0.8 ~ 1.1	0.8 ~ 1.1	0.8 ~ 1.1

Internal influences

In addition to external influences, there are also a number of internal influences that are expected to have a significant impact on the preparation of the 2020/2021 Budget. These matters have arisen from events occurring in the 2019/2020 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2020/2021 year.

These matters are set out below:

- Temporary closure of some services due to COVID 19.
- maintaining and improving existing services to meet competing demands
- wage increases resulting in additional employee costs
- staffing levels to support service delivery, some of which has a consequential positive income impact
- above CPI increases in the cost of raw materials and some contract expenditures
- the costs of upgrading and maintaining Council infrastructure to meet community expectations

Budget principles

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

The principles included:

- pensioner rebate scheme increased to \$198.20.
- 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 adjusted for COVID 19.
- real savings in expenditure and increases in revenue identified in 2019/2020 to be preserved.

Financial resources

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

The key financial objectives which underpin the LTFP are:

- maintain existing service levels
- capital works and improvement program of approximately 28% from rates and municipal charges.
- 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 2020/2021 to 2023/2024. Section 3 and Section 6 includes a more detailed analysis of the financial resources to be used over the four year period.

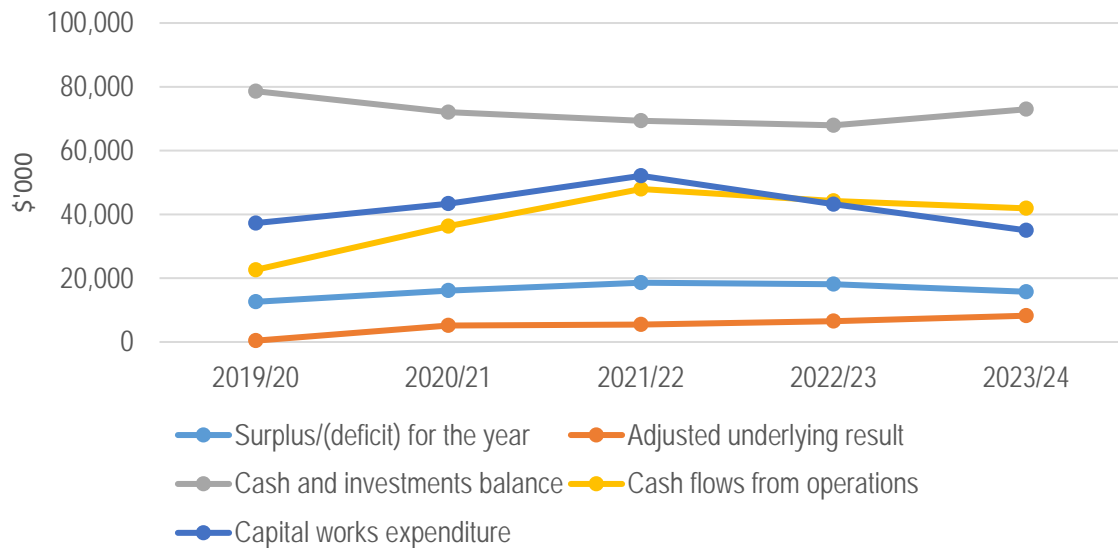
In addition to the financial statements (refer section3), there are two further disclosures, which are specific to the preparation of the strategic resource plan, being:

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

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2019/20	2020/21	2021/22	2022/23	2023/24	+o/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	12,599	16,126	18,582	18,125	15,745	o
Adjusted underlying result	415	5,185	5,469	6,532	8,238	+
Cash and investments balance	78,623	72,046	69,370	67,933	72,977	o
Cash flows from operations	22,622	36,313	47,961	44,216	41,908	+
Capital works expenditure	37,256	43,367	52,097	43,196	34,997	o

Key to Forecast Trend:

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



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

The key outcomes of the SRP are as follows:

- financial sustainability - Cash and investments is forecast to decrease over the four year period from \$78.6 million to \$72.9 million.
- service delivery strategy – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in years 2019/2020 to 2023/2024.
- borrowing strategy – No new borrowings as further explained in the below (section 7.3).
- asset and infrastructure (section 7.3).

7.1.1 Summary of Planned Capital Works Expenditure

2020-2021 (Year 1) Summary

Capital works program for the year ending 30 June 2021	Project Cost	Asset Expenditure Types				Summary of Funding Sources						
	2020/21 \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Borrowings \$'000	Asset Sales \$'000	Open Space Reserve \$'000	Major Projects & Other Reserves	Council Cash \$'000
Property												
- Land	600	600	-	-	-	-	-	-	-	600	-	-
- Buildings	9,298	1,781	4,685	2,832	-	-	-	-	-	-	3,251	6,047
Total property	9,898	2,381	4,685	2,832	-	-	-	-	-	600	3,251	6,047
Plant and equipment												
- Computers and telecommunications	2,493	1,400	585	508	-	-	-	-	-	-	1,400	1,093
- Library books	890	-	890	-	-	-	-	-	-	-	-	890
- Plant, machinery and equipment	1,700	-	1,700	-	-	-	-	-	520	-	300	880
Total plant and equipment	5,083	1,400	3,175	508	-	-	-	-	520	-	1,700	2,863
Infrastructure					-	-	-	-	-	-	-	-
- Bridges					-	-	-	-	-	-	-	-
- Drainage	684	-	684	-	-	-	-	-	-	-	130	554
- Footpath and cycleways	2,455	-	444	2,011	-	-	-	-	-	-	-	2,455
- Offstreet carparks	488	108	380	-	-	-	-	-	-	-	230	258
- Parks, open space and streetscapes	10,355	5,098	5,132	125	-	375	-	-	-	-	6,294	3,686
- Recreational, leisure and community facilities	1,267	-	-	1,267	-	-	-	-	-	1,267	-	-
- Roads	11,507	3,350	6,657	1,500	-	958	2,500	-	-	-	2,440	5,609
- Waste management	450	300	150	-	-	-	-	-	-	-	-	450

Capital works program for the year ending 30 June 2021	Project Cost	Asset Expenditure Types				Summary of Funding Sources						
	2020/21 \$ 000	New \$000	Renewal \$000	Upgrade \$000	Expansion \$000	Grants \$000	Contributions \$000	Borrowings \$000	Asset Sales \$000	Open Space Reserve \$000	Major Projects & Other Reserves	Council Cash \$000
- Other infrastructure	1,180	1,180	-	-	-	-	-	-	-	-	910	270
Total- infrastructure	28,386	10,036	13,447	4,903	-	1,333	2,500	-	-	1,267	10,004	13,282
Total- capital works	43,367	13,817	21,307	8,243	-	1,333	2,500	-	520	1,867	14,955	22,192

2021-22 (Year 2) Summary

Capital Works Program For The Year Ending 30 June 2022	Project Cost	Asset Expenditure Types				Summary of Funding Sources						
	2021/22 \$000	New \$000	Renewal \$000	Upgrade \$000	Expansion \$000	Grants \$000	Contributions \$000	Borrowings \$000	Asset Sales \$000	Open Space Reserve \$000	Major Projects & Other Reserves \$000	Council Cash \$000
Property												
- Land	3,700	3,600		100		100	-	-	-	3,600	-	-
- Buildings	4,201	1,000	1,876	1,325		144	53	-	-	-	1,000	3,004
Total Property	7,901	4,600	1,876	1,425	-	244	53	-	-	3,600	1,000	3,004
Plant & Equipment												
- Computers & Telecommunications	2,419	1,520	899	-		-	-	-	-	-	1,000	1,419
- Library Books	808		808			-	-	-	-	-	-	808
- Plant, Machinery & Equipment	1,271	-	1,271			-	-	-	300	-	-	971
Total Plant & Equipment	4,498	1,520	2,978	-	-	-	-	-	300	-	1,000	3,198
Infrastructure												
- Bridges	54		54									54
- Drainage	1,089		1,089									1,089

Capital Works Program For The Year Ending 30 June 2022	Project Cost	Asset Expenditure Types				Summary of Funding Sources						
	2021/22 \$000	New \$000	Renewal \$000	Upgrade \$000	Expansion \$000	Grants \$000	Contributions \$000	Borrowings \$000	Asset Sales \$000	Open Space Reserve \$000	Major Projects & Other Reserves \$000	Council Cash \$000
- Footpath & Cycleways	2,312		962	1,350		-	-	-	-	-	-	2,312
- Offstreet Carparks	1,808		608	1,200		700	-	-	-	-	-	1,108
- Parks, Open Space & Streetscapes	11,689	6,390	3,279	2,020		1,200	-	-	-	2,225	4,500	3,764
- Recreational, Leisure & Community Facilities	1,739	-	1,089	650		650	-	-	-	-	-	1,089
- Roads	20,421	5,200	7,389	7,832		6,158	1,082	-	-	-	6,050	7,131
- Waste Management	154		154			-	-	-	-	-	-	154
- Other Infrastructure	432	250	182			-	-	-	-	-	-	432
Total- Infrastructure	39,698	11,840	14,806	13,052	-	8,708	1,082	-	-	2,225	10,550	17,133
Total- Capital Works & Asset Improvement	52,097	17,960	19,660	14,477	-	8,952	1,135	-	300	5,825	12,550	23,335

2022-2023 (Year 3) Summary

Capital Works Program For The Year Ending 30 June 2023	Project Cost	Asset Expenditure Types				Summary of Funding Sources						
	2022/23 \$000	New \$000	Renewal \$000	Upgrade \$000	Expansion \$000	Grants \$000	Contributions \$000	Borrowings \$000	Asset Sales \$000	Open Space Reserve \$000	Major Projects & Other Reserves \$000	Council Cash \$000
Property												
- Land	500		-	500		-	-	-	-	-	500	-
- Buildings	6,910	610	2,800	3,500		500	83	-	-	-	400	5,927
Total Property	7,410	610	2,800	4,000	-	500	83	-	-	-	900	5,927
Plant And Equipment												
- Computers And Telecommunications	1,363	455	908			-	-	-	-	-	-	1,363
- Library Books	816		816			-	-	-	-	-	-	816
- Plant, Machinery And Equipment	1,284	-	1,284			-	-	-	300	-	-	984
Total Plant And Equipment	3,463	455	3,008	-	-	-	-	-	300	-	-	3,163
Infrastructure												
- Bridges	55		55									55
- Drainage	1,115	-	1,115			-	-	-	-	-	-	1,115
- Footpath And Cycleways	2,447		972	1,475		-	-	-	-	-	-	2,447
- Offstreet Carparks	614		614			-	-	-	-	-	-	614
- Parks, Open Space And Streetscapes	7,984	2,000	4,229	1,755		1,200	-	-	-	1,105	1,250	4,429
- Recreational, Leisure And Community Facilities	1,475	-	1,100	375		-	-	-	-	375	-	1,100
- Roads	18,294	9,894	8,400	-		2,958	3,760	-	-	-	4,134	7,442
- Waste Management	156		156			-	-	-	-	-	-	156
- Other Infrastructure	183	-	183			-	-	-	-	-	-	183
Total- Infrastructure	32,323	11,894	16,824	3,605	-	4,158	3,760	-	-	1,480	5,384	17,541
Total- Capital Works And Asset Improvement	43,196	12,959	22,632	7,605	-	4,658	3,843	-	300	1,480	6,284	26,631

2023-2024 (Year 4) Summary

Capital Works Program For The Year Ending 30 June 2024	Project Cost	Asset Expenditure Types				Summary of Funding Sources						
	2023/24 \$000	New \$000	Renewal \$000	Upgrade \$000	Expansion \$000	Grants \$000	Contributions \$000	Borrowings \$000	Asset Sales \$000	Open Space Reserve \$000	Major Projects & Other Reserves \$000	Council Cash \$000
Property												
- Land	-		-			-	-	-	-	-	-	-
- Buildings	7,490	1,200	2,890	3,400		-	33	-	-	-	800	6,657
Total Property	7,490	1,200	2,890	3,400	-	-	33	-	-	-	800	6,657
Plant & Equipment												
- Computers & Telecommunications	1,557	-	907	650		-	-	-	-	-	-	1,557
- Library Books	815		815			-	-	-	-	-	-	815
- Plant, Machinery & Equipment	1,433	-	1,283	150		-	-	-	300	-	-	1,133
Total Plant & Equipment	3,805	-	3,005	800	-	-	-	-	300	-	-	3,505
Infrastructure												
- Bridges	55		55									55
- Drainage	1,114		1,114			-	-	-	-	-	-	1,114
- Footpath & Cycleways	2,363		1,063	1,300		-	-	-	-	-	-	2,363
- Offstreet Carparks	632		632			-	-	-	-	-	-	632
- Parks, Open Space & Streetscapes	6,117	1,800	4,317	-		-	-	-	-	1,800	-	4,317
- Recreational, Leisure & Community Facilities	1,125		1,125			-	-	-	-	-	-	1,125
- Roads	11,939	3,355	8,484	100		958	3,355	-	-	-	-	7,626
- Waste Management	165		165			-	-	-	-	-	-	165
- Other Infrastructure	192		192			-	-	-	-	-	-	192
Total- Infrastructure	23,702	5,155	17,147	1,400	-	958	3,355	-	-	1,800	-	17,589
Total- Capital Works & Asset Improvement	34,997	6,355	23,042	5,600	-	958	3,388	-	300	1,800	800	27,751

7.1.2 Summary of Planned Human Resource Expenditure

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Community services				
- Permanent full time	8,236	8,421	8,611	8,804
- Permanent part time	4,574	4,677	4,782	4,890
Total community services	12,810	13,098	13,393	13,694
Corporate services				
- Permanent full time	8,733	8,930	9,130	9,336
- Permanent part time	1,287	1,316	1,346	1,376
Total corporate services	10,020	10,246	10,476	10,712
Infrastructure services				
- Permanent full time	9,490	9,703	9,922	10,145
- Permanent part time	355	363	371	380
Total Infrastructure services	9,845	10,066	10,293	10,525
Planning Services				
- Permanent full time	9,801	10,022	10,247	10,478
- Permanent part time	1,335	1,365	1,396	1,428
Total Planning Services	11,136	11,387	11,643	11,905
Total casuals and other	8,628	10,767	11,169	11,578
Total staff expenditure	52,440	55,564	56,974	58,414
Other Expenditure	2,175	2,175	2,175	2,176
Capitalised labour costs	2,297	2,348	2,401	2,455
Total staff expenditure including capital	56,912	60,087	61,550	63,045
	FTE	FTE	FTE	FTE
Community services				
- Permanent full time	69.46	69.46	69.46	69.46
- Permanent part time	43.71	43.71	43.71	43.71
Total community services	113.17	113.17	113.17	113.17
Corporate services				
- Permanent full time	70.45	70.45	70.45	70.45
- Permanent part time	13.33	13.33	13.33	13.33
Total corporate services	83.78	83.78	83.78	83.78
Infrastructure services				
- Permanent full time	96.81	96.81	96.81	96.81
- Permanent part time	2.79	2.79	2.79	2.79
Total Infrastructure services	99.60	99.60	99.60	99.60
Planning Services				
- Permanent full time	82.34	82.34	82.34	82.34
- Permanent part time	11.89	11.89	11.89	11.89
Total Planning Services	94.23	94.23	94.23	94.23
Total casuals and other	89.89	114.01	114.01	114.01
Total staff numbers	480.67	504.79	504.79	504.79
Capitalised labour costs	20.70	20.70	20.70	20.70
Total staff expenditure including capital	501.37	525.49	525.49	525.49

7.2 Rating Strategy

Introduction

Objectives

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

It sets out the system of rates and charges adopted by Council for the purposes of distributing the rates burden across the municipality on a fair and equitable basis. This Rating Strategy is for the four year period 2020-2024. The need for Council to have a rating strategy is well established in local government. A Victorian Auditor General's Report (2014) highlighted the need for Council's to "apply a robust and strategic approach to the collection and use of revenue through rates and charges". The report identified the need for Councils to improve the quality of the rating strategies to *"more equitably distribute the rates burden across the municipality"*.

What is a Rating Strategy?

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

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

Financial Management Principles

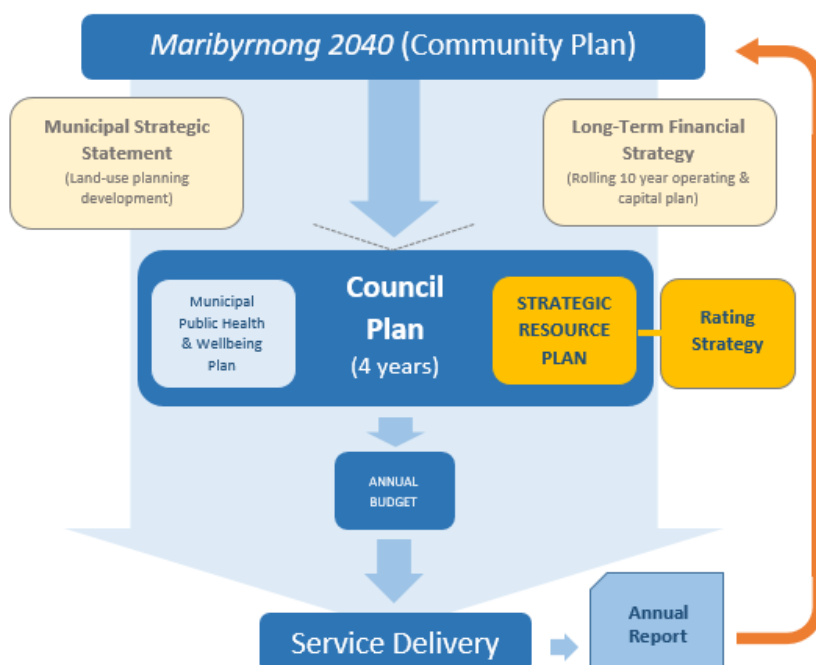
The Local Government Act prescribes the key principles of sound financial management for councils. All councils are required to implement and establish budgeting and reporting frameworks that are consistent with the following principles:

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

These broad fiscal principles are reflected in this Rating Strategy.

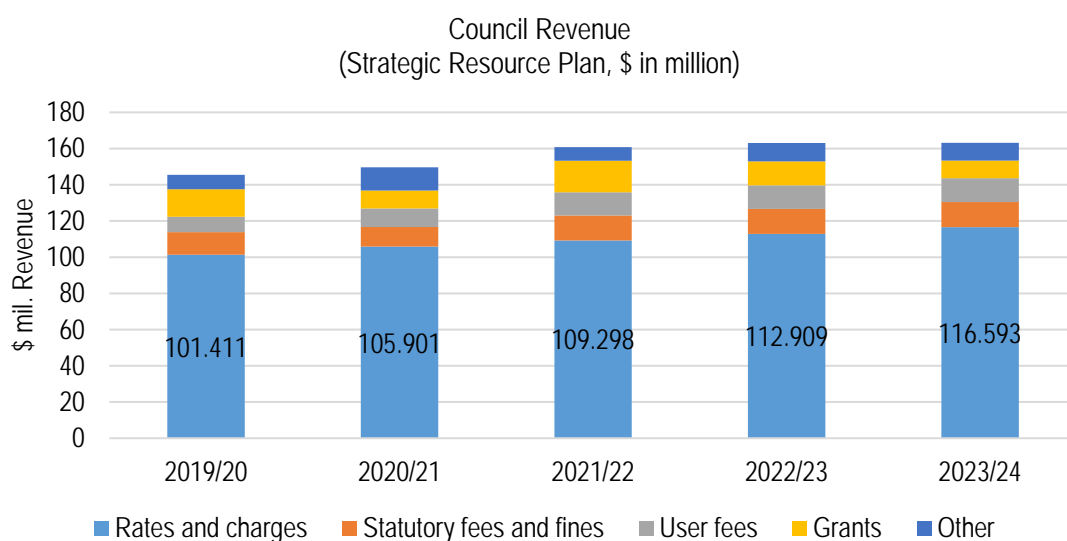
Relationship to other Plans and Processes

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



Total Revenue

The City of Maribyrnong levies property rates under the Local Government Act 1989 with rates being the Council's main revenue source. The following chart provides a breakdown Council's key revenue sources in 2020/21 and for the following 3 years under the adopted Strategic Resource Plan.



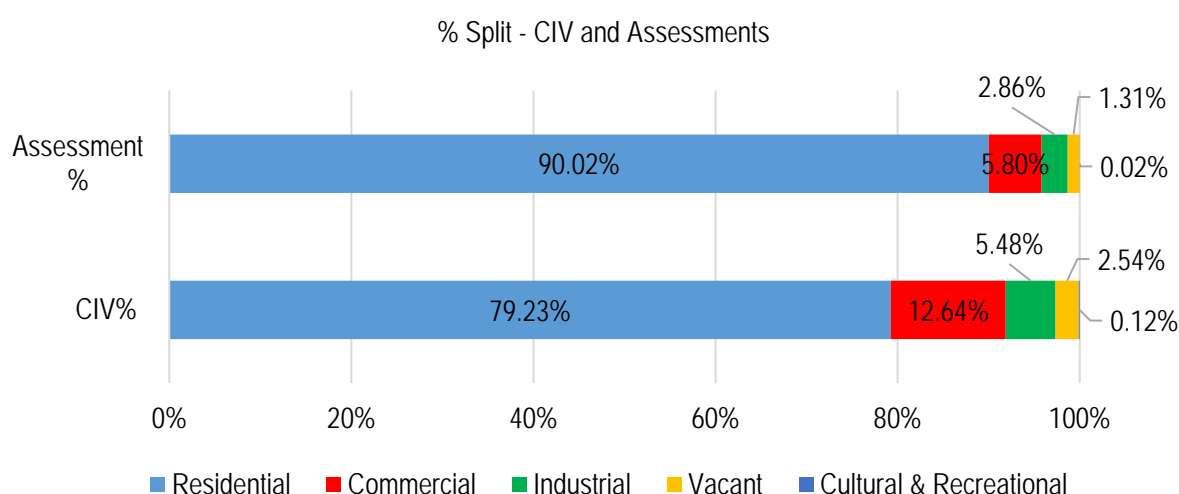
This chart shows that rates are the Council main revenue source, accounting for 70.74% (\$105.9 mil.) of total income. Rates and charges revenue is raised by rates levied, municipal charge or waste charges levied.

Rateable Assessments and Valuations

The following chart shows the distribution of rate assessments (by number) in the City of Maribyrnong. The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type or class of land	2019/20 Number	2020/21 Number	Change Number	%
Residential	36,789	37,836	1,047	2.85%
Commercial	2,440	2,436	-4	-0.16%
Industrial	1,165	1,200	35	3.00%
Vacant	598	552	-46	-7.69%
Cultural and Recreational	0	7	7	
Total number of assessments	40,992	42,031	1,039	2.53%

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



This chart shows that, whilst residential assessments account for the vast majority (90.02%) of the total number of rateable assessments, they account for only 79.23% of total CIV (reflecting the lower average assessment size for residential properties).

Conversely, commercial and industrial assessments, with a combined 8.66% of rateable assessments (by number), account for a combined 18.12% of total CIV (reflecting larger average assessment size).

Current Rating Structure

The current (2019/20) City of Maribyrnong rating structure is as follows:

Type or class of land	2019/20 cents/\$CIV*
General rate for rateable residential properties 100%	0.00294654
General rate for rateable commercial properties 120%	0.00353585
General rate for rateable industrial properties 150%	0.00441981
General rate for rateable vacant properties 200%	0.00589308

- Municipal Charge \$20 or waste charge \$157.65.
- Rebate for pensioners (in addition to State funded pensioners rates remission scheme) of 50% of total rates and charges up to a maximum of \$194.30.
- Provisions for the deferment and/or waivers of rates and charges in specific hardship cases including the COVID-19 Financial Hardship policy.

The proposed (2020/21) City of Maribyrnong rating structure is as follows:

Type or class of land		2020/21 cents/\$CIV*
General rate for rateable residential properties	100%	0.0027622600
General rate for rateable commercial properties	125%	0.0034528300
General rate for rateable industrial properties	155%	0.0042815000
General rate for rateable vacant properties	200%	0.0055245200
General rate for rateable cultural and recreational properties	60%	0.0016573600

- Municipal Charge \$20 or waste charge \$179.75.
- Rebate for pensioners (in addition to State funded pensioners rates remission scheme) of 50% of total rates and charges up to a maximum of \$198.20.
- Provisions for the deferment and/or waivers of rates and charges in specific hardship cases including the COVID-19 Financial Hardship policy.

Community Engagement

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

Key messages received through the engagement process were:

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

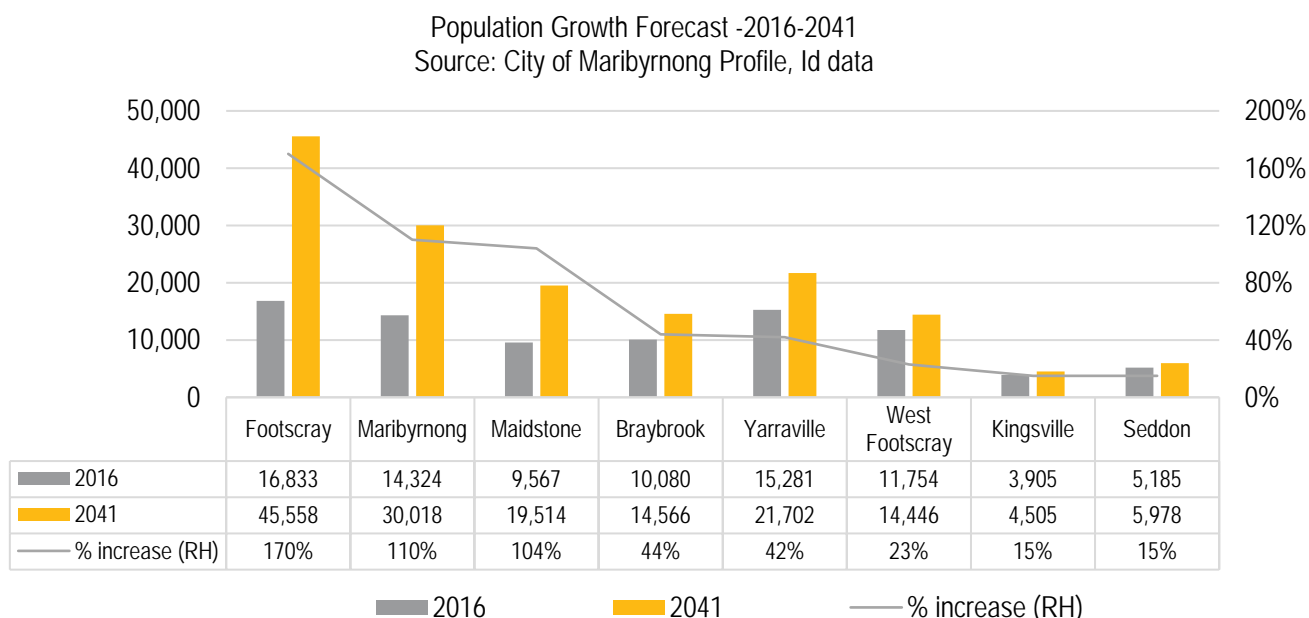
The engagement process was a key input for Council in considering and determining the key rating principles that are contained in this Rating Strategy. The goal is to achieve a fair and equitable distribution of the rate burden across all members of the community, including residents and businesses.

Demographic changes

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

Future growth forecasts

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



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

Valuation System

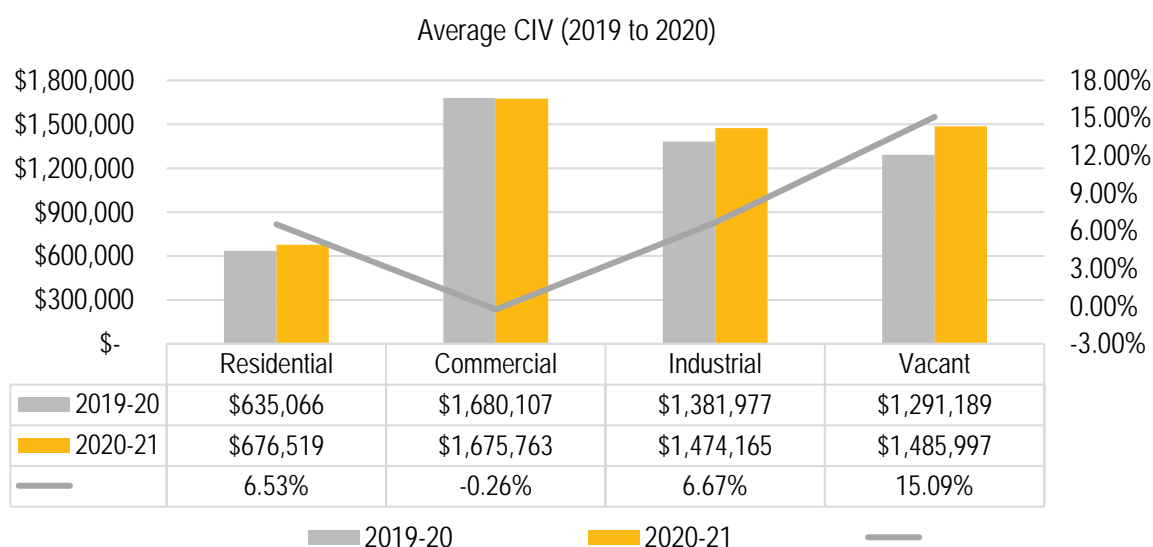
Capital Improved Value (CIV)

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

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

2020 Revaluation Outcomes

The chart below shows the impact of the most recent property revaluation in the City of Maribyrnong (returned in 2020). It shows the change in average CIV per assessment (by type) and the % change from 2019 to 2020.



This shows that the industrial sector is to have increased in value over the previous 12 month period (6.67% increase). The average residential assessment has increased in value by 6.53%, with the average commercial assessment decreasing by 0.3%. Vacant land (across all types) increased by 15.09%.

Supplementary Valuations

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

The long-term average of supplementary valuations is that these add approximately 1.0% to 1.5% to Council's valuation base (CIV) each year. This is included in Council's Long-term financial strategy. In 2020/21, in the current property market climate, supplementary valuations are assumed to be approximately 0.86%.

'Fair Go Rates System' (Rate Cap)

Planning for future rate increases has therefore been an important component of the Strategic Resource Planning and the Rating Strategy process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2020/21 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The FGRS is overseen by the Essential Services Commission. The current LTFS applies the following assumed rate cap/rate increase assumptions:

SRP = Strategic Resource Plan:	SRP1	SRP2	SRP3	SRP4
Year	2020/21	2021/22	2022/23	2023/24
Assumed Rate Increase	0.0%	2.0%	2.0%	2.0%

Revenue Raising Principles

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

'Public Goods' and the 'Benefit' Principle:

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

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

Stability and Fiscal Responsibility:

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

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

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

Balancing of Needs/Affordability:

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

Equity Principle:

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

Efficiency Principle:

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

Simplicity:

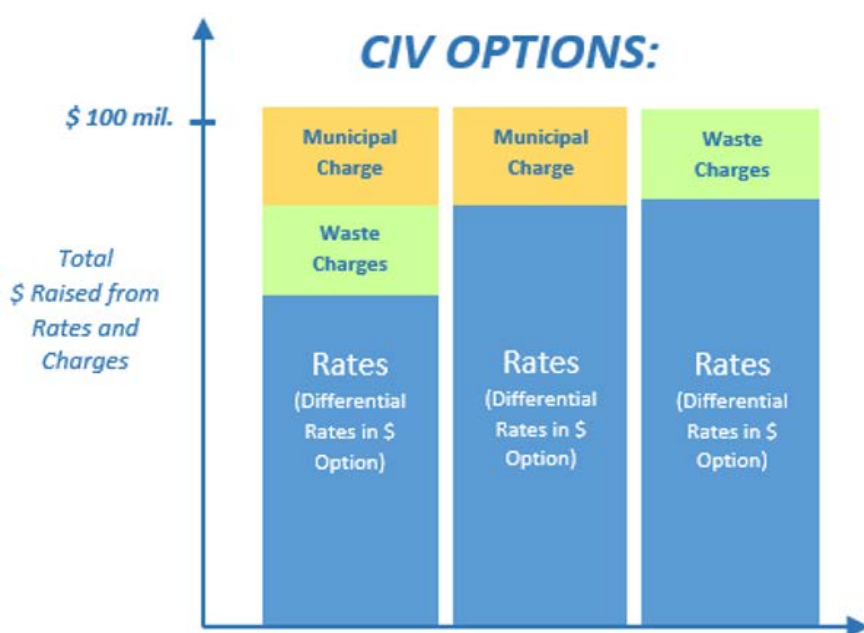
The simplicity principle refers to both administrative ease (and therefore lower administrative cost) and to the ability of ratepayers to understand how the rating system works. This second aspect aims to make the rating system transparent and capable of being questioned and challenged by ratepayers.

Capacity to Pay:

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

Rates and Charges 'Mix' Options

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



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

Municipal Charge

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

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

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

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

Waste Charge

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

Key features of a waste charge are:

- Waste charges are a compulsory (non-optional) fee-for-service charge levied only on those receiving the service. These are mostly (but not all) the residential assessments.
- Waste charges can be set as either a single, cross-the-board charge levied on all service recipients or at variable levels reflecting different service levels (i.e.; different charges for landfill and recycling and different charges for different bin sizes etc.).
- The total amount raised from waste charges cannot exceed the total expenses incurred by Council in delivering the relevant services. In the City of Maribyrnong's case, the total expense currently is approximately \$6.7m.

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

Differential rates

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

Rating Structure - Rates and charges (2020/21)

Under the budget, the total rates and charges levied in 2020/21 is proposed to be \$104,513,929 (inclusive of waste management charge of \$6.7m). The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2019-20 Forecast Actual \$'000	2020/21 Budget \$'000	Change \$'000	%
General rates*	95,679	96,967	1,288	1.35%
Municipal charge*	832	841	9	1.08%
Waste management charge	5,773	6,706	933	16.16%
Sub-total	102,284	104,514	2,230	2.18%
Waste management charge - Additional Bins	1,071	967	-104	-9.71%
Rates Adjustments	-199	-40	159	79.90%
Council Pensioner Discount	-777	-814	-37	-4.76%
Transition Rates Discount	-191	-	191	-100.00%
COVID-19 Hardship	-2,250	-	2,250	-100.00%
Supplementary rates and rate adjustments	1,065	866	-199	-18.69%
Interest on rates and charges	267	267	0	0.0%
Revenue in lieu of rates - Legal Cost Recovered	141	141	0	0.0%
Total rates and charges	101,411	105,901	4,490	4.43%

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

The average general rate and the municipal charge will increase by 0.0% which is lower than the rate cap. The difference of 1.35% in General rates is due to the annualised impact of supplementary rates raised in 2019/20.

Business relief package 2019/20 for businesses affected by the COVID-19 - \$2.250m 50% discount on May 2020 quarterly rate instalment for eligible businesses. Council has adopted the following rating structure for the 2020/21 financial year.

Revenue Component:	Residential:	Commercial:	Industrial:	Vacant Land:	Culture and Rec
Municipal Charge	\$20	\$20	\$20	\$20	\$20
Waste Charge	\$179.75*	\$179.75*	\$179.75*		
Rates (levied on CIV) **:	100%	125%	155%	200%^	60%
* Properties not receiving a waste service exempted					
** Percentage of residential as base rate					

Municipal Charge:

The Municipal Charge is well below the maximum that may be levied by Council (20% of total rates and charges). This charge will raise \$840,620 in revenue in 2020-2021. The charge applies to all rateable property classes.

Waste Charge:

Council will levy a single waste charge of \$179.75 on properties that receive waste and recycling collection services. The charge will raise a total of \$6.7 million in revenue. The total cost of waste and recycling services is estimated to be approximately \$6.7 million in 2020/21.

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

Differential Rates:

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

Type or class of land	2019/20 Budget cents/\$NAV	2020/21 Budget cents/\$CIV
General rate for rateable residential properties	0.00294654	0.00276226
General rate for rateable commercial properties	0.00353585	0.00345283
General rate for rateable industrial properties	0.00441981	0.00428150
General rate for rateable Vacant properties	0.00589308	0.00552452
General rate for rateable Cultural & Recreational	-	0.00165736

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

Type or class of land	2019/20	2020/21	Change	
	Budget \$'000	Budget \$'000	\$'000	%
Residential	69,478	70,705	1,227	1.77%
Commercial	14,932	14,095	(837)	-5.61%
Industrial	7,501	7,574	73	0.97%
Vacant	3,768	4,531	763	20.25%
Cultural and recreational	-	62	62	0.00%
Total amount to be raised by general rates	95,679	96,967	1,288	1.35%

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

	2019/20	2020/21	Change	
	Budget \$'000	Budget \$'000	\$'000	%
<i>General rates*</i>	95,679	96,967	1,288	1.35%
<i>Municipal charge*</i>	820	841	21	2.56%
<i>Waste management charge</i>	5,695	6,706	1,011	17.75%
<i>Supplementary rates and rate adjustments</i>	850	866	16	1.88%
Total Rates and charges	103,044	105,380	2,336	2.26%

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

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

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

Rebates

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

State funded Pensioners rates remissions scheme - this is a rebate of 50% of rates and charges up to a maximum of \$235.15 per assessment (plus \$50 for the fire services levy).

- Maribyrnong City-funded pensioner rates rebate scheme – This is an additional rebate payable to pensioners of 50% of rates and charges up to a maximum of \$194.30.
- NAV to CIV Transition Cap – this is a temporary/transitional rates/charges rebate scheme to offset the impacts to residents of the change from NAV to CIV Rating. This rebate is payable to residential ratepayers only of 100% of the rate bill increases that are in excess of 30% over the prior year's rate bill (including rates and charges, excluding the fire services levy and net of other rebates/offsets).

- COVID-19 Affected Business 2019/20 – This is a temporary rebate scheme to offset the impacts to affected businesses for the 4th Quarter Instalment Rates May 2020. This rebate was payable to affected businesses only to the value of 50% of the May 2020 rate installment (including rates and charges, excluding the fire services levy and net of other rebates/offsets).

Council is proposing the following rate rebates for the 2020/21 financial year.

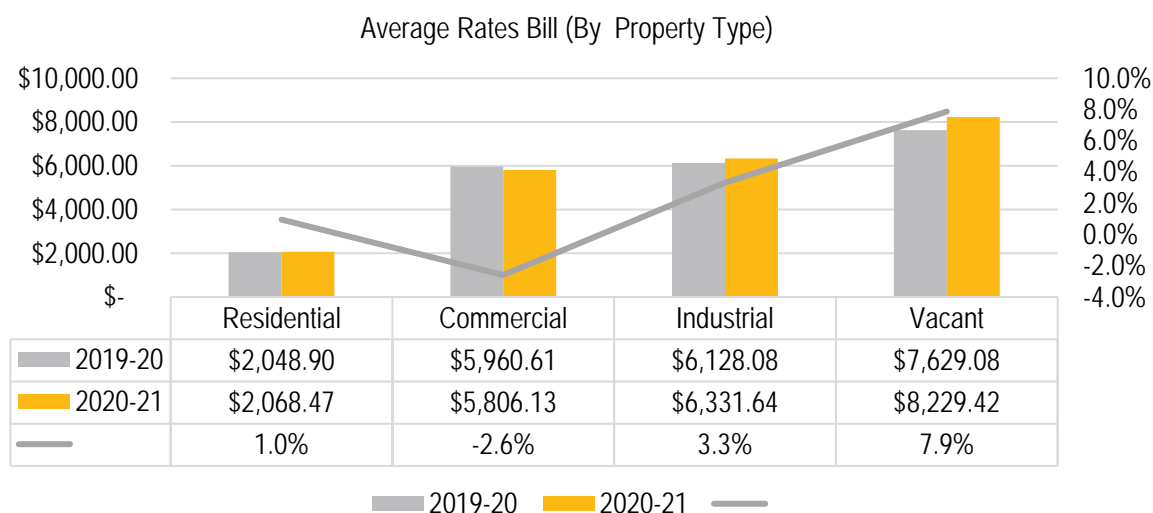
State funded Pensioners rates remissions scheme - this is a rebate of 50% of rates and charges up to a maximum of \$235.15 per assessment for 2019/20 (not yet set for 2020/21) plus \$50 for the fire services levy.

- Maribyrnong City-funded pensioner rates rebate scheme – This is an additional rebate payable to pensioners of 50% of rates and charges up to a maximum of \$198.20.

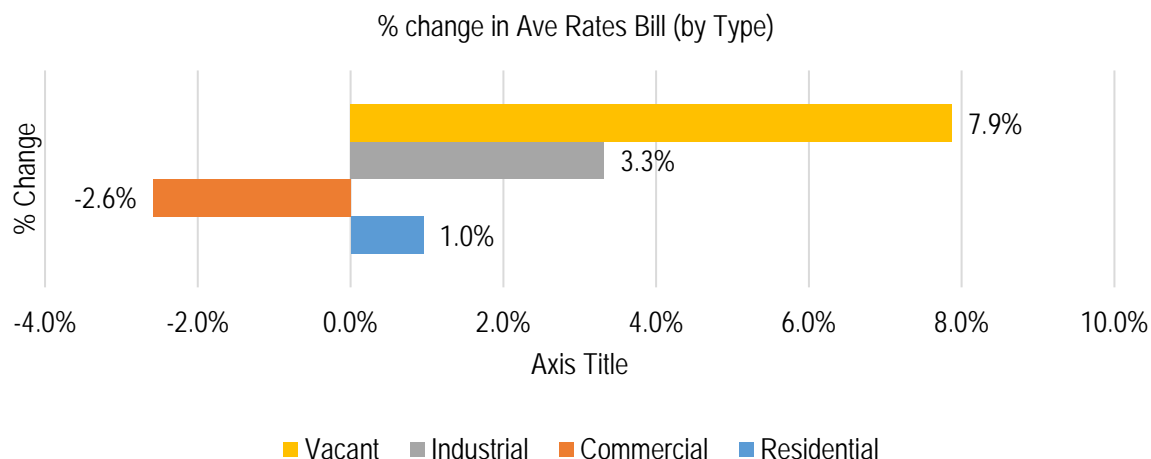
Financial Impact

Average Rates bill (by type)

The following chart shows the average rates bill by assessment type under this rating strategy for 2020/21 (including all rates and flat charges, before any rebates):



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



The previous graphs show that, under the adopted rating strategy, the average residential rates and charges bill would increase, on average, by 2.8% in 2020/21. The average rates and charges for commercial will decrease by -0.6% and industrial ratepayers will increase by 5.4% in 2020/21. Rates and charges for vacant land will increase by 10.0%.

Geographic Dispersal of Impacts

The following table shows the predicted % change to the average rates & charges bill (by assessment type and by locality/suburb) for 2020/21 (including rates, municipal and waste management charges):

Rate Impacts by Location (2020/21)	Rating Category	Assessment No:	Average of Rates & Charges 2019-20	Average of Rates & Charges 2020-21	Difference in Average of Rates & Charges	% Change in Average of Rates & Charges
1. Braybrook	Residential	3,535	1,777.23	1,758.74	-18.49	-1.0%
	Commercial	207	3,802.61	3,907.85	105.25	2.8%
	Industrial	204	5,035.75	5,302.62	266.87	5.3%
	Vacant	95	6,419.57	7,032.94	613.37	9.6%
	Total	4,041	2,154.61	2,171.72	17.11	0.8%
2. Footscray	Res	8,367	1,724.00	1,736.83	12.83	0.7%
	Commercial	985	3,459.07	3,383.46	-75.61	-2.2%
	Industrial	193	6,664.23	6,865.48	201.25	3.0%
	Vacant	113	11,913.80	11,986.60	72.80	0.6%
	Cultural & Recreational	3	2,745.55	3,406.54	660.99	24.1%
Total		9,661	2,119.94	2,127.57	8.48	0.4%
3. Kingsville	Res	1,792	1,994.13	2,096.99	102.86	5.2%
	Commercial	48	3,098.25	3,234.01	135.76	4.4%
	Industrial	8	4,392.85	3,991.09	-401.76	-9.1%
	Vacant	8	3,504.28	4,505.22	1,000.94	28.6%
Total		1,856	2,039.53	2,144.94	105.41	5.2%
4. Maidstone	Res	3,940	1,954.18	1,880.52	-73.66	-3.8%
	Commercial	97	4,646.42	4,827.80	181.38	3.9%
	Industrial	83	6,306.18	6,830.04	523.85	8.3%
	Vacant	69	7,741.64	8,595.82	854.17	11.0%
	Cultural & Recreational	1	42,662.47	45,224.49	2,562.02	6.0%
Total		4,190	2,207.74	2,167.73	-40.01	-1.8%
5. Maribyrnong	Res	5,892	2,100.25	2,161.80	61.56	2.9%
	Commercial	588	13,479.22	12,832.13	-647.09	-4.8%
	Industrial	52	7,602.52	8,456.20	853.68	11.2%
	Vacant	89	5,044.18	5,829.90	785.72	15.6%
Total		6,621	3,193.58	3,208.16	14.58	0.5%
6. Seddon	Res	2,389	2,449.88	2,507.09	57.21	2.3%
	Commercial	105	3,188.46	3,273.55	85.09	2.7%
	Industrial	8	5,187.03	4,098.13	-1,088.91	-21.0%
	Vacant	28	3,868.39	4,121.96	253.56	6.6%
Total		2,530	2,504.89	2,561.81	56.92	2.3%
7. Tottenham	Commercial	6	9,917.43	9,733.96	-183.47	-1.8%
	Industrial	196	7,532.21	7,711.08	178.87	2.4%
	Vacant	18	6,937.82	8,194.76	1,256.93	18.1%
Total		220	7,548.63	7,805.82	257.19	3.4%
8. West Footscray	Res	5,190	1,986.33	1,971.84	-14.49	-0.7%
	Commercial	133	3,220.42	3,333.61	113.19	3.5%
	Industrial	173	5,041.21	4,983.45	-57.76	-1.1%

Rate Impacts by Location (2020/21)	Rating Category	Assessment No:	Average of Rates & Charges 2019-20	Average of Rates & Charges 2020-21	Difference in Average of Rates & Charges	% Change in Average of Rates & Charges
	Vacant	52	6,806.67	7,633.21	826.54	12.1%
	Cultural & Recreational	1	921.65	749.24	-172.40	-18.7%
	Total	5,549	2,156.13	2,151.21	-4.92	-0.2%
9. Yarraville	Res	6,731	2,526.44	2,582.95	56.51	2.2%
	Commercial	267	3,662.59	3,699.53	36.95	1.0%
	Industrial	283	5,994.27	6,170.86	176.59	2.9%
	Vacant	80	8,210.64	8,902.05	691.40	8.4%
	Cultural & Recreational	2	2,777.96	2,804.36	26.40	1.0%
	Total	7,363	2,762.76	2,830.06	67.30	2.4%
10. All Areas	Res	37,836	2,048.90	2,068.47	19.58	1.0%
	Commercial	2,436	5,960.61	5,806.13	-154.48	-2.6%
	Industrial	1,200	6,128.08	6,331.64	203.56	3.3%
	Vacant	552	7,629.08	8,229.42	600.34	7.9%
	Cultural & Recreational	7	8,196.6	8,828.87	632.20	7.7%
	Total	42,031	2,466.38	2,488.85	22.47	0.9%

The above table show that the predicted average rate & charges bill movements, as they apply across the whole City of Maribyrnong, are not evenly dispersed when analysed suburb by suburb. This shows that there is likely to be significant geographic variability in average rate bill impacts across the City.

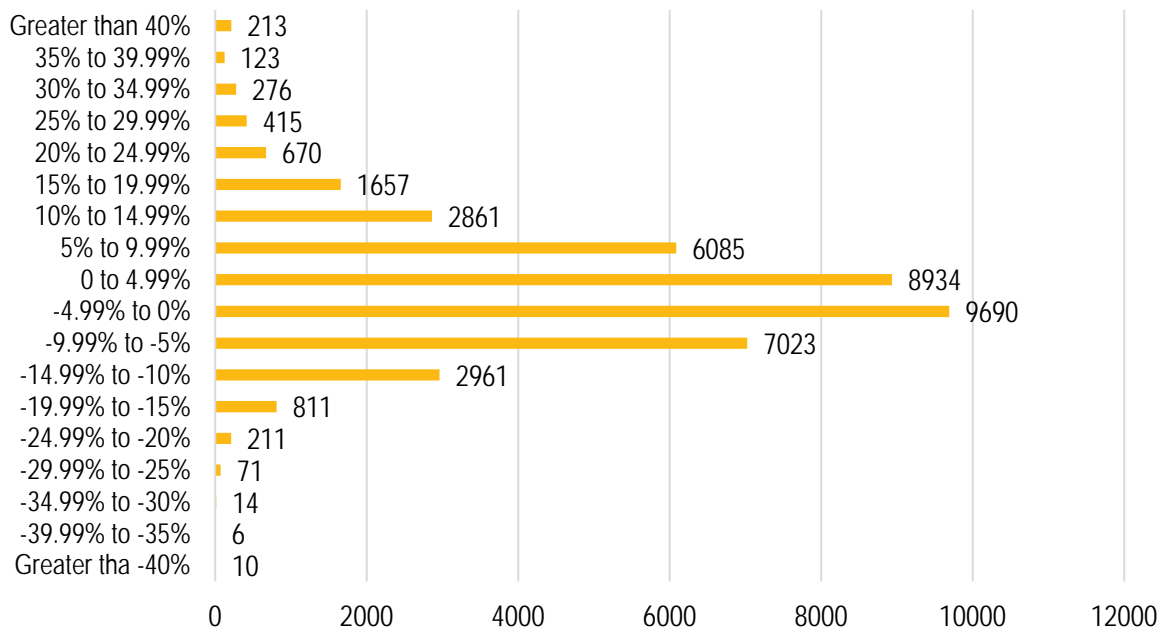
The impacts on residential rate assessments are reasonably consistent across all locations. They vary from a 3.8% average rate bill decrease in Maidstone to a 5.2% average increase in Kingsville.

For the commercial and industrial sectors, the movements range from an average rate bill decrease of 21.0% (Seddon industrial) to an average rate increase of 11.2% (Maribyrnong industrial). It is noted that small observation numbers in some of the above property categories may mean 'outliers' have a disproportionate impact on category averages.

Frequency Distribution – % Rate Bill Movements

The chart below shows the frequency distribution of percentage changes in the total rates bill (including municipal and waste charges) for all assessment types from 2019/20 to 2020/21 (before rebates).

Frequency Distribution of All Rating Categories

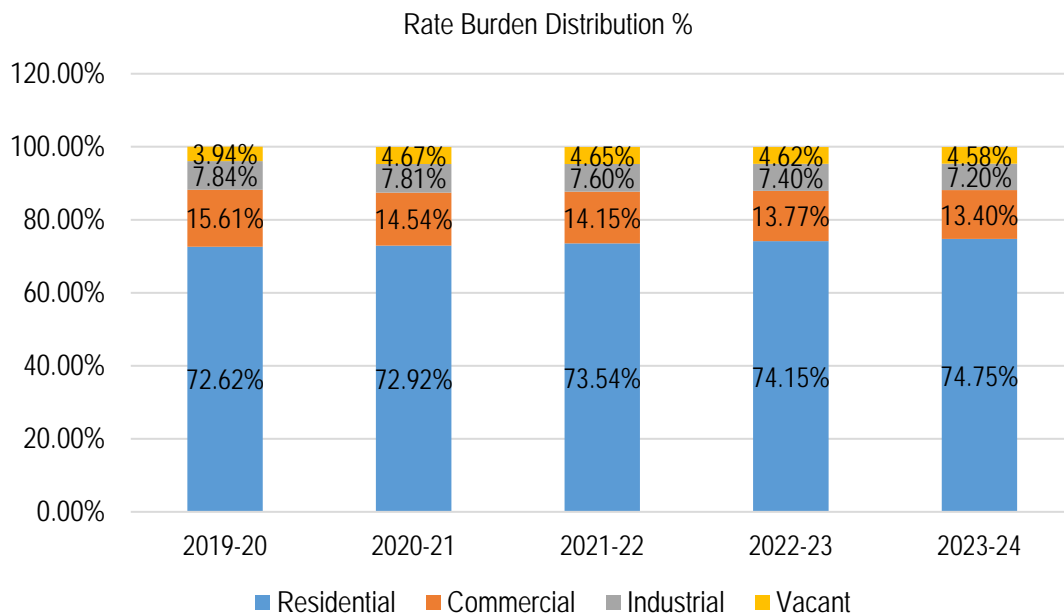


This chart shows that the revaluation distribution impact, most ratepayers (29,731) will experience rate bill movements within the band of -40% to +4.99%. The chart also shows that number (612 assessments) would experience rate increases of over 30%.

5 Year Forecasts

The chart below shows the predicted average rates and charges bill (for residential assessments), and the rates/charges components thereof, over the next 4 years. This reflects 0.0% (2020/21) total increase in rates and charges levied (under the State Rate Cap) and 2.0% as included in the Council's Long-term financial strategy.

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



This shows that, under this Rating Strategy, the proportion of the total rate burden borne by the residential sector will increase from the current 72.62% to 74.75% over the 4 year period. This is due to additional residential supplementary rates.

Deferments, Waivers and Concessions

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

Council adopted the COVID-19 Financial Hardship Policy on the 21 April 2020 Ordinary Council meeting to allow for change to its policy on deferments, discounts or waivers.

Payment of Rates

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

Council proposes no change to its policy on payment of rates.

Application and Review

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

7.3 Summary of other strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery. In developing the Strategic Resource Plan (SRP) (see Section 7.1), borrowings is not included as a funding source.

Long Term Financial Strategy

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

Council's Long-Term Financial Strategy (LTFS) 2019-29 will be revised in July 2020 and in accordance with the Council Plan. It will comply with the requirements set by the Victorian Auditor-General's (VAGO) Financial Sustainability Indicators and Maribyrnong City Councils best practice indicators.

Council's LTFS is based on predicted financial projections and statements. The assumptions surrounding these projections include a balanced budget, agreed liquidity ratios and Long-Term financial sustainability. These assumptions are underpinned by key financial objectives including maintenance of existing service levels, approximately 28% of rate and municipal charges to capital, achievable Long-Term debt commitments and rate revenue increases in line with the Fair Go Rates System guidelines. The structure of LTFS is as follows:

Drivers for the Long Term Financial Strategy

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

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

Objectives and goals of the Long Term Financial Strategy

- balanced budget
- liquidity
- sustainability

Targets and methodology

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

Risk assessment

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

- rate capping
- capacity to deliver capital works
- government grants and subsidies
- cost shifting from State and Federal Governments
- cash and investments
- capacity to maintain the 28% of rates and municipal charges to be spend on capital works target.

Borrowings

There are no borrowings included in the 2020/2021 budget and therefore, after making loan principle repayments of \$2.67 million in July 2016 reduced its total borrowings to \$0.

The following table sets out future Adopted borrowings, based on the forecast financial position of Council as at 30 June 2020. In developing the Strategic Resource Plan SRP, borrowings was identified as an important funding source for capital works programs.

It is likely that in future years, borrowings will not be required to fund future Capital projects. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2024.

Year	New Borrowings	Principal Paid	Interest Paid	Balance 30 June
	\$'000	\$'000	\$'000	\$'000
2019/20	-	-	-	-
2020/21	-	-	-	-
2021/22	-	-	-	-
2022/23	-	-	-	-
2023/24	-	-	-	-

Assets/Infrastructure

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

Notwithstanding these challenges, Council's Asset Management Improvement Strategy continues to provide Council with the integrated planning framework that generate scenarios and costed options for consideration.

This planning framework enables informed decisions to be made on selection and prioritisation of assets for inclusion in the 10 year Capital Works and Renewal program.

The 2020- 2021 Capital & Improvement Works program is targeting a \$52.241m investment to ensure that our assets and infrastructure are capable of delivering the service outcome for the community in a compliant, functional, affordable and sustainable manner. At the same time the framework assists in mitigating the risk of increasing our backlog. The demand for the creation of new assets is also subject to critical gate way reviews and will generally be driven by growth demand modelling to meet the community demand and service delivery requirements.

The combination of the two components namely Asset Renewal and Asset Creation are the bases of our Capital Works and Renewal program.

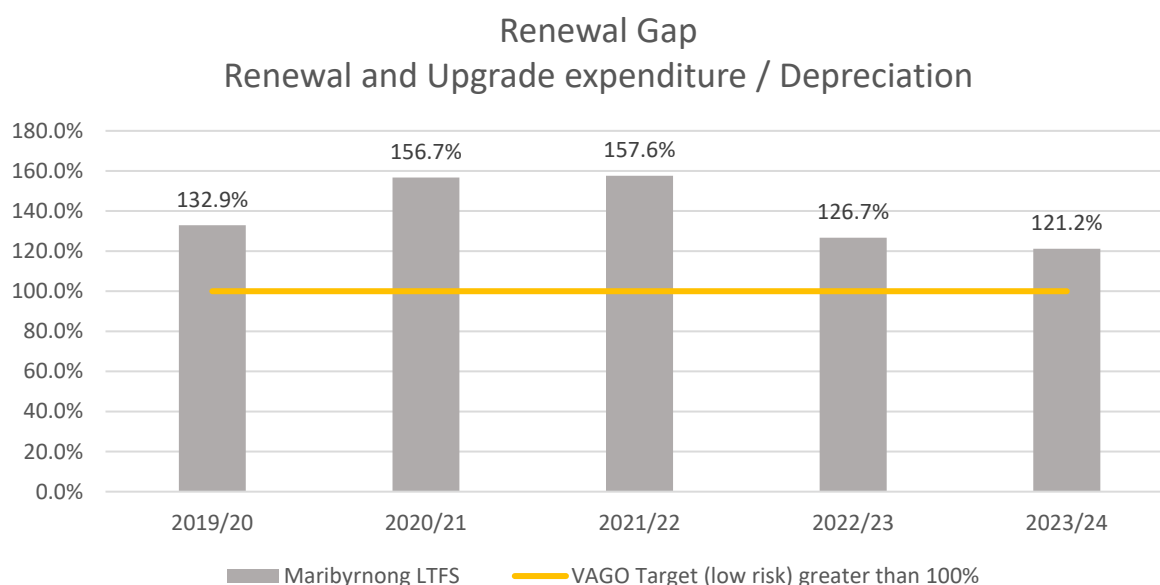
The Capital Works and Renewal Program takes into consideration the use/community requirements (current and future), existing asset condition, rate of asset consumption (backlog) and the renewal funding requirements to meet future community needs and expectations. The Capital Works and Renewal program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

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

Council Asset Management Policy requires that at least 28% of Council's rate and municipal charges is dedicated to the Capital & Improvement Works Program, which for this financial year is set at \$29.09m.

The Asset Policy also requires that 70% of the Capital Works Program is dedicated to the asset renewal program with the remaining dedicated to the creation of new assets, upgrade and extension of existing assets. The Current Budget Capital & Improvement Works expenditure for FY20/21 is \$52.241m and consisting of the following funding sources (\$52.241m including carry forwards of \$8.4m) refer section 4.4.3 & 4.5.3. A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. Financial sustainability indicators related to Renewal Gap: - Renewal and upgrade expenditure/depreciation (Source: VAGO).

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



Summary of funding sources

Summary Of Funding Sources							
Year	Total Capital Program	Grants	Contributions	Council Cash	Borrowings	Asset Sales	Major Projects And Open Space Reserve & Other Income
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019/20	37,256	6,227	636	22,922	0	300	7,171
2020/21	43,367	1,333	2,500	22,192	0	520	16,822
2021/22	52,097	8,952	1,135	23,335	0	300	18,375
2022/23	43,196	4,658	3,843	26,631	0	300	7,764
2023/24	34,997	958	3,388	27,751	0	300	2,600

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

Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to open space. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, and they are earmarked for a specific purpose.

Service Delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 7) which directly impact the future service delivery strategy are to maintain existing service levels. The Rating Information (see Section 7.2) also refers to rate increases into the future in line with Fair Go Rates System. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

Year	Surplus (Deficit) For The Year \$'000	Adjusted Underlying Surplus (Deficit) \$'000
2019/20	12,599	415
2020/21	16,126	5,185
2021/22	18,582	5,469
2022/23	18,125	6,532
2023/24	15,745	8,238

Service Delivery Strategy

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

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

Appendix A Strategic Initiatives

Ref. No.	Description	Expenditure Amount	Linkage to Strategic Objectives
1	Sons and Daughters of the West	\$70,000	Healthy & Inclusive Communities
2	Youth after School Initiative Braybrook	\$33,000	Healthy & Inclusive Communities
3	Leaders of the Pack	\$12,000	Healthy & Inclusive Communities
4	Council Elections	\$447,000	Strong Leadership
		\$562,000	

Appendix B Fees and Charges Schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2020/2021 year.

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
1	COMMUNITY SERVICES				
2	Home Care Service (per hour)				
3	Property Maintenance - Low Rate	Council	\$14.40	\$14.40	0.00%
4	Property Maintenance - Medium Rate	Council	\$21.60	\$21.60	0.00%
5	Property Maintenance - High Rate	Council	\$54.95	\$54.95	0.00%
6	Day Centre Program - Low Rate + meal	Council	\$10.00	\$9.15	9.29%
7	Day Centre Program - Medium Rate + meal	Council	\$15.00	\$14.20	5.63%
8	Day Centre Program - High Rate + meal	Council	\$20.00	\$19.20	4.17%
9	Planned Activity Groups - Low Rate + meal	Council	\$10.00	\$9.15	9.29%
10	Planned Activity Groups - Medium Rate + meal	Council	\$15.00	\$14.20	5.63%
11	Planned Activity Groups - High Rate + meal	Council	\$20.00	\$19.20	4.17%
12	Meals Low Rate (per unit)	Council	\$8.50	\$9.15	-7.10%
13	Meals Medium Rate (per unit)	Council	\$0.00	\$10.40	-100.00%
14	Meals High Rate (per unit)	Council	\$0.00	\$21.60	-100.00%
15	Senior Citizens Centres - casual fee (per hire)	Council	\$39.20	\$39.20	0.01%
16	Senior Citizens Centres - community groups (per hire)	Council	\$80.00	\$80.00	0.00%
17	Bond (per unit)	Council	\$375.00	\$375.00	0.00%
18	Brokered services (per unit)				
19	Home Gardening (per hour)	Council	\$14.88	\$14.76	0.79%
20	Community Development				
21	Community Bus (all day/overnight)	Council	\$93.15	\$93.15	0.00%
22	Community Bus (5 hours)	Council	\$39.67	\$38.45	3.17%
23	Bond Refundable (per hire)	Council	\$240.00	\$240.00	0.00%
24	Aged Community Transport (Per day)	Council	\$3.10	\$3.10	0.00%
25	Social Outings (per outing)	Council	\$3.10	\$3.10	0.00%
26	COMMUNITY SERVICES FAMILY AND YOUTH SERVICE				
27	Central Register System(CRS)				
28	Administration Fee per child application	Council	\$21.00	\$21.00	0.00%
29	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.				
30	Children's Centres Sanitary and Hygiene Services				
31	Nappy Bins (per unit)	Council	\$115.00	\$115.00	0.00%
32	Sanitary Bins (per unit)	Council	\$50.00	\$50.00	0.00%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
33	Annual Charge	Council	\$104.00	\$104.00	0.00%
34	Immunisations				
35	Flu immunisation (per unit)	Council	\$25.00	\$25.00	0.00%
36	COMMUNITY SERVICES PHOENIX CENTER				
37	Community Organisations with Youth focus group (per hour)				
38	The Bunker	Council	\$19.00	\$19.00	-0.02%
39	The Auditorium	Council	\$22.00	\$22.00	0.00%
40	The Training room	Council	\$19.00	\$19.00	-0.02%
41	Meeting room 3	Council	\$16.00	\$16.00	-0.03%
42	Phoenix gallery * Price On Application	Council		POA	
43	Not for Profit Organisations (per hour)				
44	The Bunker	Council	\$30.00	\$30.00	0.00%
45	The Auditorium	Council	\$34.00	\$34.00	0.00%
46	The Training room	Council	\$30.00	\$30.00	0.00%
47	Meeting room 3	Council	\$28.00	\$28.00	0.00%
48	Phoenix gallery * Price On Application	Council	POA	POA	
49	Corporate Organisations (per hour)				
50	The Bunker	Council	\$60.00	POA	
51	The Auditorium	Council	\$68.00	POA	
52	The Training room	Council	\$60.00	POA	
53	Meeting room 3	Council	\$56.00	POA	
54	Phoenix gallery * Price On Application	Council		POA	
55	Bonds				
56	Facility	Council	\$200.00	\$200.00	0.00%
57	Key	Council	\$50.00	\$50.00	0.00%
58	Swipe Card	Council	\$20.00	\$20.00	0.00%
59	Public Liability	Council	\$25.00	\$25.00	0.00%
60	Package (per day) for multiple rooms & cleaning.				
61	Gig Package - young people only	Council	\$270.00	\$270.00	0.00%
62	Room hire (excludes equipment)	Council	\$330.00	\$330.00	0.00%
63	Room hire (includes equipment)	Council	\$430.00	\$430.00	0.00%
64	Band Memberships (3 months)	Council	\$120.00	\$120.00	0.00%
65	Bunker Recording Membership	Council	\$50.00		
66	Post-activity room cleaning	Council	\$100.00		
67	Additional Equipment Hire				
68	Portable PA System and Microphone	Council	\$29.75		
69	Interactive Screen	Council	\$24.79		
70	Staff Set up (per hour)	Council	\$29.75		
71	Laptop	Council	\$50.00		
72	COMMUNITY SERVICES				
73	Library				
74	Inter library loan fees	Council	\$19.00	\$19.00	0.00%
75	Conference room hire Footscray (per hour)	Council	\$35.00	\$34.00	2.94%
76	Conference room hire Footscray (Community Rate per hour)	Council	\$18.00	\$17.00	5.88%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
77	Meeting room 1 hire Maribyrnong/Highpoint (per hour)	Council	\$35.00	\$34.00	2.94%
78	Meeting room 1 hire Maribyrnong/Highpoint (Community Rate per hour)	Council	\$18.00	\$17.00	5.88%
79	Meeting Room 2 hire Maribyrnong/Highpoint (per hour)	Council	\$14.00	\$13.00	7.69%
80	Discussion room hire West Footscray (Commercial rate per hour)	Council	\$29.00	\$28.00	3.57%
81	Discussion room hire West Footscray (Community rate per hour)	Council	\$15.00	\$14.00	7.14%
82	Discussion room hire Footscray (per hour)	Council	\$14.00	\$13.00	7.69%
83	Photocopies A4 (per page) B&W	Council	\$0.20	\$0.20	0.00%
84	Photocopies A3 (per page) B&W	Council	\$0.40	\$0.40	0.00%
85	Photocopies Colour A3 (per page)	Council	\$3.30	\$3.30	0.00%
86	Photocopies Colour A4 (per page)	Council	\$1.80	\$1.80	0.00%
87	USB drive (8GB)	Council	\$11.00	\$11.00	0.00%
88	Head Phones - Computers	Council	\$4.00	\$4.00	0.00%
89	Book sales	Council	\$1.00	POA	
90	Fines - Adults (per day)	Council	\$0.00	\$0.40	0.00%
91	Fines - Juniors (per day)	Council	\$0.00	\$0.20	0.00%
92	Replacement cards	Council	\$4.00	\$4.00	0.00%
93	Unique Management Fee	Council	\$16.00	\$16.00	0.00%
94	Lost and damaged books processing fee	Council	\$7.50	POA	
95	COMMUNITY SERVICES MAIDSTONE COMMUNITY CANTER				
96	Commercial users (per hour)				
97	Main Hall	Council	\$80.00	\$80.00	0.00%
98	Music Room	Council	\$35.00	\$35.00	0.00%
99	Park Room	Council	\$35.00	\$35.00	0.00%
100	Hall Meeting room	Council	\$20.00	\$20.00	0.00%
101	Garden Room	Council	\$45.00	\$45.00	0.00%
102	Computer Room	Council	\$45.00	\$45.00	0.00%
103	Kitchen	Council	\$40.00	\$40.00	0.00%
104	Garden	Council	\$35.00	\$35.00	0.00%
105	Maidstone Child and Family Child Care Centre Community Room	Council	\$55.00	\$55.00	0.00%
106	Commercial Package Prices (per hour for a minimum of 6 hours)				
107	Maidstone Community Centre Hall & Kitchen	Council	\$110.00	\$110.00	0.00%
108	Maidstone Child and Family Child Care Centre - Community room & kitchen	Council	\$65.00	\$65.00	0.00%
109	Commercial Equipment hire (per use)				
110	AV projector	Council	\$50.00	\$50.00	0.00%
111	Maidstone Child and Family Centre BBQ (Offsite)	Council	\$50.00	\$50.00	0.00%
112	Maidstone Child and Family Child Care Centre Equipment (Projector, Screen, Blu-ray player) (offsite)	Council	\$50.00	\$50.00	0.00%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
113	AV projector (Commercial)	Council	\$50.00	\$50.00	0.00%
114	TV DVD/VCR	Council	\$50.00	\$50.00	0.00%
115	Community Users (per hour)				
116	Main hall	Council	\$40.00	\$40.00	0.00%
117	Music Room	Council	\$18.00	\$18.00	0.00%
118	Park Room	Council	\$18.00	\$18.00	0.00%
119	Hall Meeting room	Council	\$10.00	\$10.00	0.00%
120	Garden Room	Council	\$23.00	\$23.00	0.00%
121	Computer Room	Council	\$23.00	\$23.00	0.00%
122	Kitchen	Council	\$20.00	\$20.00	0.00%
123	Garden	Council	\$18.00	\$18.00	0.00%
124	Maidstone Child and Family Centre Community Room	Council	\$28.00	\$28.00	0.00%
125	Community Package Prices (per hour for a minimum of 6 hours)				
126	Maidstone Community Centre Hall & Kitchen	Council	\$55.00	\$55.00	0.00%
127	Maidstone Child and Family Child Care Centre - Community Room & Kitchen	Council	\$33.00	\$33.00	0.00%
128	Community Equipment hire (per use)				
129	AV projector (Community)	Council	\$25.00	\$25.00	0.00%
130	Maidstone Child and Family Centre BBQ (Offsite)	Council	\$10.00	\$10.00	0.00%
131	Maidstone Child and Family Centre Equipment (Projector, Screen, Blu-ray player) (offsite)	Council	\$25.00	\$25.00	0.00%
132	Public liability Insurance - See Risk management	Council	\$40.00	\$40.00	0.00%
133	Bonds				
134	Bonds (Hall hire)		\$500.00	\$500.00	0.00%
135	Bonds (Key hire)		\$60.00	\$60.00	0.00%
136	Courses				
137	Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	Council	POA	POA	
138	Miscellaneous (per page)				
139	Printing Black & White only	Council	\$0.20	\$0.20	0.00%
140	Photocopying A4	Council	\$0.20	\$0.20	0.00%
141	Photocopying A3	Council	\$0.40	\$0.40	0.00%
142	COMMUNITY SERVICES BAYBROOK COMMUNITY HUB				
143	Commercial Users (per hour)				
144	Hall (Capacity 80)	Council	\$65.00	\$65.00	0.00%
145	Community Meeting Room 1 (Capacity 8)	Council	\$30.00	\$35.00	-14.29%
146	Community Meeting Room 2 (Capacity 12)	Council	\$45.00	\$45.00	0.00%
147	Library Meeting Room 1 (Capacity 8)	Council	\$55.00	\$55.00	0.00%
148	Library Meeting Room 2 (Interview Room) (Capacity 4)	Council	\$25.00	\$25.00	0.00%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
149	Library Meeting Room 3 - 4 (Capacity 20)	Council	\$50.00	\$50.00	0.00%
150	Meeting Room 6 - Computer Training room	Council	\$45.00	\$45.00	0.00%
151	Meeting Room 9 - Sports pavilion (Capacity 60)	Council	\$55.00	\$55.00	0.00%
152	Community Kitchen (Commercial)	Council	\$40.00	\$40.00	0.00%
153	Commercial Equipment hire (per use)				
154	AV projector	Council	\$50.00	\$50.00	0.00%
155	Commercial Package Prices (per hour for a minimum of 6 hours)				
156	Main Hall & Kitchen	Council	\$85.00	\$85.00	0.00%
157	Sports pavilion and main kitchen	Council	\$75.00	\$75.00	0.00%
158	Community Users (per hour)				
159	Hall (Capacity 80)	Council	\$33.00	\$33.00	0.00%
160	Community Meeting Room 1 (Capacity 8)	Council	\$18.00	\$18.00	0.00%
161	Community Meeting Room 2 (12 Seated)	Council	\$23.00	\$23.00	0.00%
162	Library Meeting Room 1 (Capacity 8)	Council	\$28.00	\$28.00	0.00%
163	Library Meeting Room 2 (Interview Room) (Capacity 4)	Council	\$13.00	\$13.00	0.00%
164	Library Meeting Room 3 - 4 (Capacity 20)	Council	\$23.00	\$23.00	0.00%
165	Meeting Room 6 - Computer Training room	Council	\$23.00	\$23.00	0.00%
166	Meeting Room 9 - Sports pavilion (Capacity 60)	Council	\$28.00	\$28.00	0.00%
167	Community Kitchen (Community)	Council	\$18.00	\$18.00	0.00%
168	Community Equipment hire (per use)				
169	AV projector	Council	\$25.00	\$25.00	0.00%
170	Community Package Prices (per hour for a minimum of 6 hours)				
171	Main Hall & Kitchen	Council	\$40.00	\$40.00	0.00%
172	Sports pavilion and main kitchen	Council	\$35.00	\$35.00	0.00%
173	Bonds				
174	Bonds (Hall hire)	Council	\$500.00	\$500.00	0.00%
175	Bonds (Key hire)	Council	\$60.00	\$60.00	0.00%
176	Courses (per event)				
177	Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	Council	POA	POA	
178	Miscellaneous (black & white only per page)				
179	Photocopying A4	Council	\$0.20	\$0.20	0.00%
180	Photocopying A3	Council	\$0.40	\$0.40	0.00%
181	Insurance - Risk management (per event)	Council	POA	POA	
182	COMMUNITY SERVICES MARIBYRNONG COMMUNITY CENTRE				
183	Commercial Users (per hour)				
184	Main Hall (auditorium seating) / 120 (tables/chairs)	Council	\$90.00	\$90.00	0.00%
185	Full dining room with access to commercial kitchen (capacity 48)	Council	\$60.00	\$60.00	0.00%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
186	Half dining room with access to commercial kitchen (capacity 24)	Council	\$45.00	\$45.00	0.00%
187	Half dining room with access to shared kitchenette (capacity 24)	Council	\$40.00	\$40.00	0.00%
188	Recreation room (capacity 50)	Council	\$55.00	\$55.00	0.00%
189	Training Room - no computer use (capacity 20)	Council	\$25.00	\$25.00	0.00%
190	Commercial Equipment hire (per use)				
191	Training Room - with computer use (capacity 20/computers 10)	Council	\$45.00	\$45.00	0.00%
192	AV projector	Council	\$50.00	\$50.00	0.00%
193	Commercial Package Prices (per hour for a minimum of 6 hours)				
194	Main Hall/Full Dining Area (with access to Commercial Kitchen) (Capacity 168-248)	Council	\$130.00	\$130.00	0.00%
195	Main Hall/Full Dining Area/Recreation Room (with access to Commercial Kitchen) (Capacity 218-298)	Council	\$170.00	\$170.00	0.00%
196	Community Users (per hour)				
197	Main Hall (auditorium seating) / 120 (tables/chairs)	Council	\$45.00	\$45.00	0.00%
198	Full dining room with access to commercial kitchen (capacity 48)	Council	\$30.00	\$30.00	0.00%
199	Half dining room with access to commercial kitchen (capacity 24)	Council	\$23.00	\$23.00	0.00%
200	Half dining room with access to shared kitchenette (capacity 24)	Council	\$20.00	\$20.00	0.00%
201	Recreation room (capacity 50)	Council	\$28.00	\$28.00	0.00%
202	Training Room - no computer use (capacity 20)	Council	\$13.00	\$13.00	0.00%
203	Training Room - with computer use (capacity 20/computers 10)	Council	\$23.00	\$23.00	0.00%
204	Community Equipment hire (per use)				
205	BBQ	Council	\$25.00	\$25.00	0.00%
206	Community Package Prices (per hour for a minimum of 6 hours)				
207	Main Hall/Full Dining Area (with access to Commercial Kitchen) (Capacity 168-248)	Council	\$65.00	\$65.00	0.00%
208	Main Hall/Full Dining Area/Recreation Room (with access to Commercial Kitchen) (Capacity 218-298)	Council	\$85.00	\$85.00	0.00%
209	Miscellaneous (per page)				
210	Printing Black & White only	Council	\$0.20	\$0.20	0.00%
211	Photocopying A4	Council	\$0.20	\$0.20	0.00%
212	Photocopying A3	Council	\$0.40	\$0.40	0.00%
213	Public liability Insurance (per event)	Council	\$40.00	\$40.00	0.00%
214	COMMUNITY SERVICES MARIBYRNONG AQUATIC CENTER				

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
215	Casual Visits				
216	Adult Entry	Council	\$7.50	\$7.20	4.17%
217	10 visit pass Adult	Council	\$68.00	\$65.00	4.62%
218	50 visit pass Adult	Council	\$310.00	\$290.00	6.90%
219	Child Entry	Council	\$6.00	\$5.80	3.45%
220	10 visit pass Child	Council	\$54.00	\$52.00	3.85%
221	50 visit pass Child	Council	\$230.00	\$215.00	6.98%
222	Pensioner/Concession	Council	\$6.00	\$6.00	0.00%
223	10 visit pass Pensioner/Concession	Council	\$54.00	\$54.00	0.00%
224	50 visit pass Pensioner/Concession	Council	\$230.00	\$230.00	0.00%
225	Family Entry	Council	\$24.00	\$23.00	4.35%
226	10 visit pass Family	Council	\$200.00	\$195.00	2.56%
227	Swim/Sauna/Spa/Steam (S/S/S/S)	Council	\$13.50	\$12.90	4.65%
228	10 visit pass S/S/S/S	Council	\$125.00	\$120.00	4.17%
229	Pensioner/Concession (S/S/S/S)	Council	\$10.50	\$9.90	6.06%
230	10 visit pass Pensioner/Concession (S/S/S/S)	Council	\$94.00	\$92.00	2.17%
231	Gymnasium inc Class, S/S/S/S & Locker	Council	\$27.00	\$27.00	0.00%
232	Gymnasium inc Class, S/S/S/S/L - Concession	Council	\$23.00	\$23.00	0.00%
233	Gymnasium inc Class, S/S/S/S/L 10 visit	Council	\$240.00	\$240.00	0.00%
234	Gymnasium inc CLASS, S/S/S/S/L 10 visit - Concession	Council	\$199.00	\$199.00	0.00%
235	Women's Night - Adult	Council	\$9.50	\$9.00	5.56%
236	Women's Night - Concession	Council	\$8.50	\$8.20	3.66%
237	Women's Night - Child	Council	\$6.00	\$5.80	3.45%
238	Women's Night - Family	Council	\$28.00	\$28.00	0.00%
239	Women's Night - Adult 10 Visit	Council	\$89.00	\$85.00	4.71%
240	Women's Night - Concession 10 Visit	Council	\$79.00	\$75.00	5.33%
241	Women's Night - Child 10 Visit	Council	\$53.00	\$52.00	1.92%
242	Women's Night - Family 10 Visit	Council	\$240.00	\$235.00	2.13%
243	Pool Hire				
244	Per Lane 25m + entry \$3.50 per person \$5.50 S/S/S	Council	\$50.00	\$48.00	4.17%
245	Per Lane 25m + entry \$3.50 per person \$5.50 S/S/S	Council	\$98.00	\$95.00	3.16%
246	Centre Per Hour P.O.A	Council		POA	
247	Aquatic Hire	Council		POA	
248	Room Hire	Council		POA	
249	School Lessons - up to 31st Dec. Within City Of Maribyrnong - (Teacher to Student ratio)				
250	Ratio 1:8 (teacher to student)	Council	\$6.20	\$6.05	2.48%
251	Ratio 1:10	Council	\$5.50	\$5.35	2.80%
252	Ratio 1:12	Council	\$5.10	\$5.10	0.00%
253	School Lessons - up to 31st Dec. Outside City of Maribyrnong - (Teacher to Student ratio)				
254	Ratio 1:8	Council	\$6.30	\$6.15	2.44%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
255	Ratio 1:10	Council	\$5.70	\$5.50	3.64%
256	Ratio 1:12	Council	\$5.40	\$5.20	3.85%
257	Private Swim Lessons - (direct debit fortnightly payment)				
258	Swim Lesson (per fortnight)	Council	\$32.40	\$31.50	2.86%
259	Swim Lesson - Concession (per fortnight)	Council	\$28.50	\$27.20	4.78%
260	Rehabilitation/Disability program (per fortnight)	Council	\$37.00	\$36.20	2.21%
261	School Lessons - from 1st Jan. Within City Of Maribyrnong - (Teacher to Student ratio)				
262	Ratio 1:6	Council	\$8.70		
263	Ratio 1:8	Council	\$6.30	\$6.20	1.61%
264	Ratio 1:10	Council	\$5.90	\$5.50	7.27%
265	Ratio 1:12	Council	\$5.40	\$5.20	3.85%
266	School Lessons - from 1st Jan. Outside City Of Maribyrnong - (Teacher to Student ratio)				
267	Ratio 1:6	Council	\$8.90		
268	Ratio 1:8	Council	\$6.50	\$6.30	3.17%
269	Ratio 1:10	Council	\$5.90	\$5.70	3.51%
270	Ratio 1:12	Council	\$5.60	\$5.40	3.70%
271	Centre Member's Child Care				
272	1 child (Swim Lesson time only) 1 hour.	Council	\$8.00	\$7.00	14.29%
273	10 visit pass (Swim Lesson time only) 1 hour.	Council	\$62.00	\$57.00	8.77%
274	1 child per 1 1/2 hour	Council	\$11.00	\$9.00	22.22%
275	10 visit pass	Council	\$79.00	\$72.00	9.72%
276	1 child per 4.25 hours	Council	\$27.00	\$25.00	8.00%
277	10 visit pass	Council	\$220.00	\$210.00	4.76%
278	3 or more children 15% off total fee				
279	Registration Fee	Council	\$20.00	\$15.00	33.33%
280	Late Fee per 15 minutes	Council	\$20.00	\$15.00	33.33%
281	Non Member's Occasional Child Care				
282	1 child per hour.	Council	\$16.00	\$15.00	6.67%
283	10 visit pass per hour.	Council	\$130.00	\$125.00	4.00%
284	1 child per 4.25 hours	Council	\$49.00	\$46.00	6.52%
285	10 visit pass	Council	\$415.00	\$399.00	4.01%
286	3 or more children 15% off total fee	Council	\$0.00	\$0.00	
287	Registration Fee	Council	\$20.00	\$15.00	33.33%
288	Late Fee per 15 minutes	Council	\$20.00	\$15.00	33.33%
289	Programs				
290	Group Exercise Classes	Council	\$20.00	\$18.00	11.11%
291	Group Exercise Classes Concession	Council	\$17.00	\$16.00	6.25%
292	10 visit pass	Council	\$165.00	\$155.00	6.45%
293	10 visit pass - Concession	Council	\$145.00	\$135.00	7.41%
294	Senior classes inc. S/S/S/S	Council	\$12.00	\$10.00	20.00%
295	10 visit pass	Council	\$99.00	\$87.00	13.79%
296	Members add on class	Council	\$8.50	\$8.50	0.00%
297	Members add on class 10 visit pass	Council	\$68.00	\$68.00	0.00%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
298	Memberships				
299	Health Club 12 months	Council	\$995.00	\$985.00	1.02%
300	Aquatics Plus 12 month	Council	\$879.00	\$869.00	1.15%
301	Locker 6 month	Council	\$140.00	\$140.00	0.00%
302	Locker 12 month	Council	\$205.00	\$205.00	0.00%
303	Ultimate 3 month	Council	\$599.00	\$589.00	1.70%
304	Ultimate 12 month	Council	\$1,199.00	\$1,179.00	1.70%
305	Off-Peak 12 month	Council	\$839.00	\$799.00	5.01%
306	Seniors membership	Council	\$620.00	\$595.00	4.20%
307	Child Swimming 12 Months	Council	\$300.00	\$295.00	1.69%
308	Active Teens - 3 months	Council	\$190.00	\$185.00	2.70%
309	Active Teens -12 months	Council	\$520.00	\$470.00	10.64%
310	Gym & Swim Rehab - 3 months	Council	\$440.00	\$430.00	2.33%
311	Aquatics Plus Rehab - 3 months	Council	\$440.00	\$430.00	2.33%
312	Ultimate Rehabilitation	Council	\$550.00	\$540.00	1.85%
313	Administration Fee - Refund	Council	\$65.00	\$60.00	8.33%
314	Council memberships per fortnight	Council	\$25.00	\$25.00	0.00%
315	*Renewal discount 10% for 3 years + consecutive M'ship	Council	POA	POA	
316	**Concession Discount on Memberships - 15%	Council	POA	POA	
317	Membership Direct Debit				
318	Joining Fee	Council	\$95.00	\$90.00	5.56%
319	Ultimate direct debit per fortnight	Council	\$41.95	\$39.95	5.01%
320	Off Peak direct debit per fortnight	Council	\$33.20	\$32.95	0.76%
321	Health Club direct debit per fortnight	Council	\$38.20	\$37.95	0.66%
322	Aquatics plus direct debit per fortnight	Council	\$35.00	\$32.00	9.38%
323	Results Membership direct debit per fortnight min 6 debits	Council	\$138.00	\$136.00	1.47%
324	Seniors direct debit per fortnight	Council	\$23.80	\$22.90	3.93%
325	Teen Active direct debit per fortnight	Council	\$19.95	\$19.95	0.00%
326	Locker direct debit per fortnight	Council	\$9.20	\$9.20	0.00%
327	*Renewal discount 10% for 3 years + consecutive M'ship	Council	POA	POA	
328	**Concession Discount on Memberships - 15%	Council	POA	POA	
329	Personal Training				
330	1/2 Hour Session - Members	Council	\$46.00	\$45.00	2.22%
331	11 Session Pack - Members	Council	\$460.00	\$430.00	6.98%
332	1 Hour Session - Members	Council	\$73.00	\$72.00	1.39%
333	11 Session Pack - Members	Council	\$730.00	\$690.00	5.80%
334	Partner PT 30min session- Non Members	Council	\$66.00	\$60.00	10.00%
335	Partner PT 60min session- Non Members	Council	\$86.00	\$80.00	7.50%
336	Team PT 60min session - Members	Council	\$80.00	\$37.00	116.22%
337	Results Membership Inc PT 3 months	Council	\$1,010.00	\$999.00	1.10%
338	1/2 Hour Session - Members 2:1	Council	\$70.00	\$65.00	7.69%
339	1 Hour Session - Non Members 2:1	Council	\$105.00	\$85.00	23.53%
340	11 Session Pack 30min Session Casual 2:1	Council	\$92.00	\$850.00	-89.18%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
341	11 Session Pack 1/2 Hour Session -Non Members	Council	\$660.00	\$650.00	1.54%
342	11 Session Pack 1 Hour Session -Non Member	Council	\$860.00		
343	Birthday Parties				
344	Birthday Party - Per Child No Food	Council	\$22.00	\$22.00	0.00%
345	Miscellaneous				
346	Wages Recovery - Swim Centre etc.	Council	POA	POA	
347	Product Sales - Retail	Council	POA	POA	
348	Spectator Fee	Council	\$2.50	\$2.00	24.97%
349	Sundry Items Locker Commission	Council	POA	POA	
350	COMMUNITY SERVICES PARK/EQUIPMENT HIRE FEES				
351	Park Booking (per day)				
352	Wedding Ceremony	Council	\$162.87	\$158.90	2.50%
353	Private activity - Individual/Family/Corporate Functions	Council	\$94.56	\$92.25	2.50%
354	Community activity (50-150 people)	Council	\$71.44	\$69.70	2.50%
355	Commercial use (minimum)	Council	\$1,681.00	\$1,640.00	2.50%
356	Commercial use (high community benefit)	Council	\$141.86	\$138.40	2.50%
357	Public Liability	Council	\$26.24	\$25.60	2.50%
358	Event Permit (per day)				
359	Community/charity event permit	Council	\$141.96	\$138.50	2.50%
360	Private activity event permit - Individual/Family/Corporate Functions	Council	\$189.11	\$184.50	2.50%
361	Commercial event permit (minimum)	Council	\$1,450.38	\$1,415.00	2.50%
362	Commercial event permit (high community benefit)	Council	\$341.33	\$333.00	2.50%
363	Bond Fees				
364	Community use - (per day minimum)	Council	\$210.00	\$210.00	0.00%
365	Private Activities - Individual/Family	Council	\$210.00	\$210.00	0.00%
366	Private Activities - Business/Corporate Functions (minimum)	Council	\$3,382.50	\$3,382.50	0.00%
367	Corporate or commercial use (minimum)	Council	\$3,382.50	\$3,382.50	0.00%
368	Personal Trainers (per 6 month booking)				
369	Category 1: 3-5 participates	Council	\$176.51	\$172.20	2.50%
370	Category 2: 6-15 participates	Council	\$483.29	\$471.50	2.50%
371	Category 3: 16-40 participates	Council	\$1,386.83	\$1,353.00	2.50%
372	Crown Land Licence	Statutory	\$105.06	\$102.50	2.50%
373	Sport Grounds and Pavilions Type of Use				
374	Corporate or commercial use (per event / weekend)	Council	\$4,097.43	\$3,997.50	2.50%
375	Corporate or commercial use (High Community Benefit) (per day)	Council	\$309.55	\$302.00	2.50%
376	Seasonal fees in accordance with Council Policy (adopted August 2008)	Council	POA	POA	
377	Casual hire of Grounds (Per day)	Council	\$99.73	\$97.30	2.50%
378	Casual hire of Pavilions (Per day)	Council	\$99.74	\$97.30	2.50%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
379	Maidstone Tennis Facility				
380	Monday - Friday (9:00am - 9:00pm) - Community/Not for Profit per hour	Council	\$45.15	\$44.05	2.50%
381	Monday - Friday (9:00am - 9:00pm) - Private & Commercial per hour	Council	\$60.48	\$59.00	2.50%
382	Saturday - Sunday (2:00pm - 6:00pm) - Community/Not for Profit per hour	Council	\$45.15	\$44.05	2.50%
383	Saturday - Sunday (2:00pm - 6:00pm) - Private & Commercial per hour	Council	\$60.48	\$59.00	2.50%
384	COMMUNITY SERVICES ARTS & CULTURE SERVICE				
385	Bluestone Church Arts Venue				
386	Hire Hall Fee (per day - Under 8.5 hours) Non profit	Council	\$60.00	\$60.00	0.00%
387	Hire Hall Fee (per day - Under 8.5 hours) Commercial	Council	\$95.00	\$95.00	0.00%
388	Hire Hall Fee (per day - Over 8.5 hours) Non profit	Council	\$80.00	\$80.00	0.00%
389	Hire Hall Fee (per day - Over 8.5 hours) Commercial	Council	\$125.00	\$125.00	0.00%
390	Hire Hall Fee (per week) Non Profit	Council	\$400.00	\$400.00	0.00%
391	Hire Hall Fee (per week) Commercial	Council	\$625.00	\$625.00	0.00%
392	Insurance Cost Recovery (per use - casual hirers)	Council	\$30.00	\$30.00	0.00%
393	Insurance Cost Recovery (per use - artists in residence)	Council	\$115.00	\$115.00	0.00%
394	Public Address (PA) System Fee (per day)	Council	\$35.00	\$35.00	0.00%
395	PA Fee (per week)	Council	\$175.00	\$175.00	0.00%
396	Security Bond	Council	\$200.00	\$200.00	0.00%
397	Bonds (Hall hire)	Council	\$500.00	\$500.00	0.00%
398	Bonds (Hall hire)	Council	\$500.00	\$500.00	0.00%
399	Bonds (Key hire)	Council	\$60.00	\$60.00	0.00%
400	Bonds (Key hire)	Council	\$60.00	\$60.00	0.00%
401	CORPORATE SERVICES CUSTOMER SERVICE & CIVIC FACILITIES				
402	Reception Room Hire (per hour)				
403	Hire of Reception Room (Monday to Friday - 8:30am to 5pm)	Council	\$71.50	\$65.00	10.00%
404	Hire of Reception Room - Subsidised Not for Profit Organisations (NPO) (Monday to Friday - 8:30am to 5pm)	Council	\$27.50	\$25.00	10.00%
405	Hire of Reception Room (Monday to Friday -5pm to 9pm including weekends)	Council	\$110.00	\$100.00	10.00%
406	Hire of Reception Room - Subsidised (NPO) (Monday to Friday -5pm to 9pm including weekends)	Council	\$66.00	\$60.00	10.00%
407	* Standard bond	Council	\$220.00	\$219.80	0.09%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
408	Insurance - not for profit and community groups	Council	\$33.00	\$30.00	10.00%
409	Equipment Hire	Council	-	POA	
410	CORPORATE SERVICES				
411	Information Requests				
412	Application Fee (per application)	Statutory	\$29.60	\$28.90	2.42%
413	Supervision Charges (per quarter hour).	Statutory	\$5.20	\$5.00	4.00%
414	Search Charges (per hour)	Statutory	\$22.20	\$21.30	4.23%
415	A4 copy charges per copy FOI	Statutory	\$0.20	\$0.20	0.00%
416	Sale of Information				
417	Photocopying - Information Requests (per copy)	Council	\$0.20	\$0.20	0.00%
418	CORPORATE SERVICES REVENUE SERVICES				
419	Rates Office				
420	Land Information Certificates (LIC) (per certificate)	Statutory	\$27.00	\$25.90	4.25%
421	LIC "Urgent 24 hour processing" (per request)	Council	\$130.00	\$130.00	0.00%
422	PLANNING SERVICES ACTIVATION & RELATIONSHIP MANAGEMENT				
423	Festival Service				
424	Festival - Commercial fees (per event)	Council	\$33,825.00	\$33,825.00	0.00%
425	Festival - Commercial site bond (per event)	Council	\$10,000.00	\$10,000.00	0.00%
426	Food vans (per event)	Council	\$495.00	\$495.00	0.00%
427	Creative containers bond (per event)	Council	\$200.00	\$200.00	0.00%
428	PLANNING SERVICES PARKING AND LOCAL LAWS				
429	Local Laws				
430	Inspection fee for Circus, Carnivals & Festivals	Council	\$88.00	\$87.00	1.15%
431	Filming Permits first day inclusive of application fee	Council	\$655.50	\$645.00	1.63%
432	Each second and subsequent days of filming	Council	\$330.50	\$325.00	1.69%
433	Filming parking bay fee (per bay)	Council	\$61.00	\$60.00	1.67%
434	Traffic management plans review (per hour)	Council	\$81.00	\$80.00	1.25%
435	Inspection fee for Heavy Vehicular Permit	Council	\$91.50	\$90.00	1.67%
436	Inspection fee for Camping Permit	Council	\$91.50	\$90.00	1.67%
437	Inspection fee for Open Air Burning	Council	\$91.50	\$90.00	1.67%
438	Inspection fee for Camping on Roads	Council	\$335.50	\$330.00	1.67%
439	Inspection fee for Building Site Fee	Council	\$152.50	\$150.00	1.67%
440	Impound Fee for Abandoned Vehicles	Council	\$488.00	\$480.00	1.67%
441	Daily storage fee Abandon Vehicle and other items	Council	\$50.50	\$50.00	1.00%
442	Release fee for shopping trolleys	Council	\$116.50	\$115.00	1.30%
443	Impound Fee for Seized items	Council	\$477.50	\$470.00	1.60%
444	Local Laws Permits				

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
445	Goods on Footway (small item)	Council	\$183.00	\$180.00	1.67%
446	Goods on Footway	Council	\$345.50	\$340.00	1.62%
447	A Boards (standard)	Council	\$122.00	\$120.00	1.67%
448	A Boards (large)	Council	\$183.00	\$180.00	1.67%
449	A Boards (extra-large)	Council	\$345.50	\$340.00	1.62%
450	Tables & chairs (Per set)	Council	\$183.00	\$180.00	1.67%
451	Permit for more than 3 Animals (Other than Restricted breed dogs)	Council	\$50.50	\$50.00	1.00%
452	Permit for other animals (once off fee)	Council	\$50.50	\$50.00	1.00%
453	Permit for more than 3 Restricted Breed Dogs	Council	\$640.50	\$630.00	1.67%
454	Rubbish Skip Non-commercial shopping centres (up to and including 3 days)	Council	\$55.50	\$55.00	0.91%
455	Rubbish Skip Non-commercial shopping centres (per day, four days or more)	Council	\$30.50	\$30.00	1.67%
456	Rubbish Skips (Commercial shopping centres per day)	Council	\$61.00	\$60.00	1.67%
457	Rubbish Skips (additional days to max of 7 days)	Council	\$25.00	\$25.00	0.00%
458	Shipping containers on council land (3 days)	Council	\$137.00	\$135.00	1.48%
459	Storage of building materials on Council land (per day)	Council	\$35.50	\$35.00	1.43%
460	Itinerant trader (per day)	Council	\$35.50	\$35.00	1.43%
461	Mobile food Vendor Permit (Daily)	Council	\$208.00	\$205.00	1.46%
462	Special Mobile food Vendor Permit (site specific tendered)	Council	\$4,169.50	\$4,100.00	1.70%
463	Standard Mobile food Vendor Permit	Council	\$3,152.50	\$3,100.00	1.69%
464	Sale of Abandon Vehicles	Council		POA	
465	Private Standard Waste Bins on Council Land Permit	Council	\$305.00	\$300.00	1.67%
466	Private Skip Waste Bins on Council Land Permit	Council	\$508.50	\$500.00	1.70%
467	Maribyrnong Parking Permit				
468	1st Maribyrnong permit (valid for 1 year)	Council	\$0.00	\$0.00	
469	2nd Maribyrnong permit (valid for 1 year)	Council	\$61.00	\$60.00	1.67%
470	3rd Maribyrnong permit (valid for 1 year)	Council	\$86.00	\$85.00	1.18%
471	1st Visitor permit (valid for 1 year)	Council	\$50.50	\$50.00	1.00%
472	2st Visitor permit (valid for 1 year)	Council	\$71.00	\$70.00	1.43%
473	Replacement of "lost" visitor permit	Council	\$86.00	\$85.00	1.18%
474	Replacement of "lost" disability parking permit	Council	\$10.00	\$10.00	0.00%
475	Special purpose parking permit (per bay/per day)	Council	\$25.00	\$25.00	0.00%
476	Hospital South Carpark (HSCP) staff permit (Daily rate)	Council	\$7.00	\$7.00	0.00%
477	Private residential parking permit short term	Council	\$12.00	\$12.00	0.00%
478	Private residential parking permit 1 year	Council	\$26.00	\$26.00	0.00%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
479	Work zone Construction Permit(Restricted non Commercial) per day per bay	Council	\$25.00	\$25.00	0.00%
480	Work zone Construction Permit(Commercial Shopping Strip) per day per bay	Council	\$35.50	\$35.00	1.43%
481	Work zone Construction Permit(Unrestricted) per day per bay	Council	\$20.00	\$20.00	0.00%
482	Residential Tradespersons Permit (restricted) per vehicle max 4 weeks	Council	\$52.50	\$52.00	0.96%
483	Residential Tradespersons Permit (non-restricted) per vehicle max 4 weeks	Council	\$25.00	\$25.00	0.00%
484	Special Event Parking Permit 10 per event (Each)	Council	\$71.00	\$70.00	1.43%
485	Infringements (set by State Govt.) Animal registration				
486	Unsterilized dogs	Council	\$167.50	\$165.00	1.52%
487	Reduced fee dogs (Mandatory 1/3 of full fee or less)	Council	\$55.50	\$55.00	0.91%
488	Eligible recipients unsterilized dog*	Council	\$86.00	\$85.00	1.18%
489	Eligible recipients (reduced fee) dogs*	Council	\$30.50	\$30.00	1.67%
490	Dangerous Dog Registration	Council	\$213.50	\$210.00	1.67%
491	Unsterilized cats	Council	\$167.50	\$165.00	1.52%
492	Reduced fee cats (Mandatory 1/3 of full fee or less)	Council	\$55.50	\$55.00	0.91%
493	Eligible recipients unsterilized cats*	Council	\$86.00	\$85.00	1.18%
494	Eligible recipients reduced fee cats*	Council	\$30.50	\$30.00	1.67%
495	Fee to view registration register	Council	\$40.50	\$40.00	1.25%
496	Copy fee to obtain certificate of registration (per record)	Council	\$71.00	\$70.00	1.43%
497	Registration / Renewal of Domestic Animal Business	Council	\$157.50	\$155.00	1.61%
498	Animal Pound Release fee	Council	\$177.50	\$175.00	1.43%
499	* Eligible recipient covers arrange of people that may have health care cards, aged animals etc.				
500	Pay & Display Ticket Machines				
501	Rates per policy between \$0.50 and \$3.00 per hour (from \$5.80 and \$10.00 per day). (Not Published)				
502	PLANNING SERVICES BUILDING SERVICES				
503	Residential (Class 1 and 10)				
504	Demolish detached dwelling	Council	\$1,390.00	\$1,390.00	0.00%
505	Demolish attached dwelling	Council	\$1,675.00	\$1,675.00	0.00%
506	Demolish outbuilding	Council	\$780.00	\$780.00	0.00%
507	Swimming pool including barrier to AS 1926	Council	\$2,310.00	\$2,310.00	0.00%
508	Fences	Council	\$845.00	\$845.00	0.00%
509	Carport/garage <\$20,000	Council	\$1,100.00	\$1,100.00	0.00%
510	Carport/garage >\$20,000	Council	\$1,400.00	\$1,400.00	0.00%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
511	Alterations and additions to dwelling <\$100,000	Council	\$1,670.00	\$1,670.00	0.00%
512	Alterations and additions to dwelling \$100,001-\$200,000	Council	\$2,000.00	\$2,000.00	0.00%
513	Alterations and additions to dwelling \$200,001-\$300,000	Council	\$2,300.00	\$2,300.00	0.00%
514	Alterations and additions to dwelling >\$300,001	Council	\$2,820.00	\$2,820.00	0.00%
515	New dwelling <\$250,000	Council	\$2,880.00	\$2,880.00	0.00%
516	New dwelling \$250,001-\$500,000	Council	\$3,670.00	\$3,670.00	0.00%
517	New dwelling >\$500,000	Council	\$4,037.00	\$4,037.00	0.00%
518	Multiple dwellings (2)	Council	\$5,780.00	\$5,780.00	0.00%
519	Multiple dwellings (3)	Council	\$6,330.00	\$6,330.00	0.00%
520	Multiple dwellings (4+)	Council	\$7,480.00	\$7,480.00	0.00%
521	Amendment to building permit	Council	\$632.50	\$632.50	0.00%
522	Extension of time to building permit	Council	\$401.50	\$401.50	0.00%
523	Lapsed permit renewal (Class 1 or 10)	Council	\$632.50	\$632.50	0.00%
524	Residential & outbuildings inspections (Additional)	Council	\$260.00	\$260.00	0.00%
525	Issue Occupancy Permit (1 dwelling)	Council	\$1,155.00	\$1,155.00	0.00%
526	Inspection, report and statement of compliance for subdivision (1 dwelling)	Council	\$1,155.00	\$1,155.00	0.00%
527	Commercial and Industrial (Class 2-9)				
528	Internal alterations to apartment (Class 2)	Council	\$1,440.00	\$1,440.00	0.00%
529	Shop fitout <\$100,000	Council	\$1,501.50	\$1,501.50	0.00%
530	Shop fitout \$100,001-\$200,000	Council	\$1,793.00	\$1,793.00	0.00%
531	Shop fitout >\$200,001	Council	\$2,068.00	\$2,068.00	0.00%
532	Alterations/additions/new buildings up to \$40,001-\$100,000	Council		variable	
533	Building permit lodgement fees only for over \$5,000 cost of works. Private Building Survey or to Council: Class 1 & 10 class 2 to 9.	Statutory		Fix stat. fee	
534	Building Commission Levy applying to all building permits based on value of works over \$10,000 in addition to building application fees.	Statutory		Levy	
535	Commercial and industrial inspections (Additional)	Council	\$255.00	\$255.00	0.00%
536	Amendment to building permit	Council	\$575.00	\$575.00	0.00%
537	Extension of time to building permit	Council	\$580.00	\$580.00	0.00%
538	Lapsed permit renewal (Class 2-9)	Council	\$1,040.00	\$1,040.00	0.00%
539	Issue Occupancy Permit - Small building - Price on application (POA)	Council	\$1,155.00	\$1,155.00	0.00%
540	Issue Occupancy Permit - Medium building (POA)	Council	\$3,465.00	\$3,465.00	0.00%
541	Issue Occupancy Permit - Large building (POA)	Council	\$5,775.00	\$5,775.00	0.00%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
542	Inspection, report and statement of compliance for subdivision-Small building (POA)	Council	\$1,160.00	\$1,160.00	0.00%
543	Inspection, report and statement of compliance for subdivision-Medium building (POA)	Council	\$3,470.00	\$3,470.00	0.00%
544	Inspection, report and statement of compliance for subdivision-Large building (POA)	Council	\$5,780.00	\$5,780.00	0.00%
545	Hoarding application	Council	\$150.00	\$150.00	0.00%
546	Hoarding Permit (On street public protection) - private dwellings	Council	\$5.50m2/wk min\$420	\$5.50m2/wk min\$420	
547	Hoarding Permit (On street public protection) - commercial property	Council	\$7.50m2/wk min\$570	\$7.50m2/wk min\$570	
548	Hoarding Inspections x 2	Council	\$120.00	\$120.00	0.00%
549	Hoarding Extension application	Council	\$120.00	\$120.00	0.00%
550	Construction Zone application (Commercial or Multi Dwelling)	Council	\$160.00	\$160.00	0.00%
551	Construction zone Inspection (Commercial or Multi Dwelling)	Council	\$130.00	\$130.00	0.00%
552	Construction zone rate	Council	\$8.50m2	\$8.50m2	
553	Administration Fee for extension of Hoarding Permit time	Council	\$210.00	\$210.00	0.00%
554	permit fee No road closure	Council	\$250.00	\$250.00	0.00%
555	permit fee Road closure	Council	\$400.00	\$400.00	0.00%
556	Road Occupation permit application	Council	\$120.00	\$120.00	0.00%
557	Permit to Occupy the Street (mobile crane/concrete pump - day pass) one variation to date included - private dwellings	Council	\$420.00	\$420.00	0.00%
558	Permit to Occupy the Street (mobile crane/concrete pump - day pass) one variation to date included - commercial property	Council	\$530.00	\$530.00	0.00%
559	Each additional variation to date for Application to Occupy the Street (mobile crane/concrete pump - day pass)	Council	\$210.00	\$210.00	0.00%
560	Council Consent				
561	Land Liable to Flooding	Statutory	Fix stat. fee	Fix stat. fee	
562	Building over an Easement	Statutory	Fix stat. fee	Fix stat. fee	
563	Siting Dispensations	Statutory	Fix stat. fee	Fix stat. fee	
564	Siting where 173 agreement applies	Council	POA	POA	
565	Other Fees				
566	Search of records for: Residential unit / Apartment	Council	\$275.00	\$275.00	0.00%
567	Search of records for: Commercial	Council	\$385.00	\$385.00	0.00%
568	Search of records for: Private dwelling	Council	\$110.00	\$110.00	0.00%
569	Search of records for: Occupancy Permit/Certificate of Final Inspection	Council	\$115.00	\$110.00	4.55%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
570	Essential Safety Measures (ESM) Maintenance Determination & Schedule - Small buildings (POA)	Council	\$660.00	\$640.00	3.13%
571	ESMs Maintenance Determination & Schedule - Medium buildings (POA)	Council	\$2,150.00	\$2,000.00	7.50%
572	ESMs Maintenance Determination & Schedule - Large buildings (POA)	Council	\$3,260.00	\$3,200.00	1.88%
573	Swimming Pool/Spa Barriers Inspection & Letter of Compliance	Council	\$215.00	\$210.00	2.38%
574	Additional inspection for Swimming Pool/Spa Barriers	Council	\$115.00	\$110.00	4.55%
575	Adjoining Property Owner's Details (Protection works Notice)	Council	\$85.00	\$82.50	3.03%
576	Building Certification of Illegal works acceptance	Council	\$2,040.00	\$2,000.00	2.00%
577	Inspection of site outside business hours	Council	\$410.00	\$400.00	2.50%
578	Inspection of site, pre and post permit issue	Council	\$155.00	\$150.00	3.33%
579	Initial registration for swimming pool or spa	Statutory	\$51.25	Fix stat. fee	
580	Issue of Certificate of compliance for swimming pool or spa, including safety barrier		\$30.65	Fix stat. fee	
581	Issue of Certificate of NON compliance for swimming pool or spa, including safety barrier		\$385.05	Fix stat. fee	
582	Drawings of Residential and industrial buildings Copies of plans/Documentation				
583	Cancellation of building permit application (Class 1 & 10)	Council	\$235.00	\$231.00	1.73%
584	Cancellation of building permit application (Class 2-9)	Council	\$590.00	\$577.50	2.16%
585	Application for Siting for Prescribed Temporary Structures - 1 Structure	Council	\$525.00	\$517.00	1.55%
586	Application for Siting for Prescribed Temporary Structures - 2-5 Structure	Council	\$825.00	\$810.00	1.85%
587	Application for Siting for Prescribed Temporary Structures - 6-9 Structure	Council	\$1,300.00	\$1,280.00	1.56%
588	Application for Siting for Prescribed Temporary Structures - 10+ Structure	Council	\$2,050.00	\$1,740.00	17.82%
589	Additional Inspection /Inspection over weekend or Public Holidays for Siting for Prescribed Temporary Structures (per hour)	Council	\$290.00	\$285.00	1.75%
590	Application for Occupancy Permit for Prescribed Temporary Structure - Place of Public Entertainment (POPE) (500-999)	Council	\$2,050.00	\$1,740.00	17.82%
591	Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (1,000-4,999)	Council	\$3,042.00	\$2,870.00	5.99%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
592	Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (5,000-9,999)	Council	\$4,130.00	\$4,050.00	1.98%
593	Application for Occupancy Permit for Prescribed Temporary Structure (POPE) (>10,000)	Council	\$7,180.00	\$7,040.00	1.99%
594	Additional structures over limit	Council	\$180.00	\$175.00	2.86%
595	Additional Inspection / Inspection over weekend or Public Holidays for POPE (per hour)	Council	\$290.00	\$285.00	1.75%
596	Copies of Reports/Specifications -per 1	Council	\$175.00	\$170.00	2.94%
597	Property information requests (reg 327)	Statutory		Fix stat.fee	
598	Note: A 15% surcharge will apply on all building permits and inspection fees in the case of owner builder applications.	Statutory			
599	PLANNING SERVICES ENVIRONMENTAL HEALTH				
600	Food Act 35A(1)				
601	Food Premises up to & including 10 employees - Aged Care / Childcare	Council	\$622.00	\$610.00	1.97%
602	Food Premises, Temporary Food Premises, Mobile Food Premises with 20 employees (pro rata)	Council	\$958.00	\$920.00	4.13%
603	Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees	Council	\$622.00	\$610.00	1.97%
604	Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees - Supermarket, Milk Bars, Convenience Store, Bars, Nuts, Groceries,	Council	\$480.00	\$470.00	2.13%
605	Food Premises, Temporary Food Premises, Mobile Food Premises - Extra employees	Council	\$36.00	\$35.00	2.86%
606	Food Premises - Non Profit, Social/Sporting Club / Schools, Temporary Food Premises, Mobile Food Premises up to & including 10 employees	Council	\$311.00	\$305.00	1.97%
607	Food Premises, Temporary Food Premises, Mobile Food Premises - Non Profit	Council	\$240.00	\$235.00	2.13%
608	Food Premises Pre-packaged Food Only - Warehouses, Greengrocers, Cold stores	Council	\$367.00	\$360.00	1.94%
609	Vending Machines Class 2	Council	\$189.00	\$185.00	2.16%
610	Vending Machines Class 3	Council	\$153.00	\$150.00	2.00%
611	Transfer Food Act Premises - Food Premises, Temporary Food Premises, Mobile Food Premises - Class 1 and 2	Council	\$550.00	\$650.00	-15.38%
612	Transfer Food Act Premises - Food Premises, Temporary Food Premises, Mobile Food Premises - Class 3	Council	\$485.00	\$585.00	-17.09%
613	Food Premises Maximum Fee	Council	\$2,754.00	\$2,700.00	2.00%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
614	New Food Premises Application for Class 3 (Including MCC premises including Street trader)	Council	\$1,000.00	\$1,000.00	0.00%
615	New Food Premises Application for Class ,1,2 (Including MCC premises including Street trader)	Council	\$1,250.00	\$1,250.00	0.00%
616	Schools and Institutions non for profit -one off events, fetes etc.	Council	\$110.00	\$105.00	4.76%
617	New Food Premises Pre Application Meeting	Council	FREE	FREE	
618	New Food Premises Pre Application Additional Meeting	Council	\$150.00	\$155.00	-3.23%
619	Fast Track Front of Line Fee	Council	\$750.00	\$750.00	0.00%
620	Additional or multiple Mobile Food Vehicles, Temporary Food Premises per unit for Class 2	Council	\$311.00	\$305.00	1.97%
621	Additional or multiple Mobile Food Vehicles, Temporary Food Premises per unit for Class 3	Council	\$240.00	\$235.00	2.13%
622	Public Health & Wellbeing ACT Sect 69 (1)				
623	Tattooists, Cosmetic Tattooists, Body Piercing, Colonic irrigation	Council	\$525.00	\$515.00	1.94%
624	Beauty Therapy, Hairdressers (including ear piercing, waxing)	Council	\$403.00	\$395.00	2.03%
625	Prescribed Accommodation	Statutory	Sect67	Sect67	
626	Prescribed Accommodation Up to & including 5 Beds	Council	\$377.00	\$370.00	1.89%
627	Prescribed Accommodation With more than 5 Beds - extra for each	Council	\$61.00	\$60.00	1.67%
628	Up to the Prescribed Accommodation maximum fee	Council	\$1,010.00	\$990.00	2.02%
629	Transfer Public Health Wellbeing (PHW) Act Premises	Council		50% Renewal	
630	Caravan Parks				
631	Caravan Parks (Long term/Short term Site) per caravan site	Council	\$13.00	\$13.00	0.00%
632	Transfer Caravan Parks	Council	\$350.00	\$185.00	89.19%
633	Professional Services				
634	Solicitors/Premises Enquiry Report / 5 business days	Council	\$530.00	\$520.00	1.92%
635	Solicitors/Premises Enquiry Report / 10 business days	Council	\$367.00	\$360.00	1.94%
636	Other professional services as requested (per hr)	Council	\$128.00	\$125.00	2.40%
637	On-Site premises Suitability Inspection	Council	\$265.00	\$260.00	1.92%
638	Plans Processing				
639	Plans processing (per square metre) Up to 50 m2	Council	\$380.00	\$370.00	2.70%
640	Alterations	Council	\$296.00	\$290.00	2.07%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
641	Product Sales				
642	Thermometer & Swabs	Council	\$82.00	\$80.00	2.50%
643	Swabs	Council	\$10.00	\$10.00	0.00%
644	Sharps Container (fee includes container and disposal)	Council	\$30.00	\$30.00	0.00%
645	Food Act				
646	Temporary Food on-site inspection and assessment (Commercial)	Council	\$150.00	\$150.00	0.00%
647	Change of Classification Assessment	Council	\$650.00	\$1,050.00	-38.10%
648	Duplicate Registration Certificate	Council	FREE	\$68.00	
649	ENVIRONMENTAL PROTECTION ACT 1970 SECTION 53				
650	New Installations Private Property	Council	\$320.00	\$310.00	3.23%
651	Septic Tanks New Installations Community Groups	Council	\$160.00	\$155.00	3.23%
652	Additional Services				
653	Solicitors/Premises enquiry follow up compliance inspection - 5 business days	Council	\$332.00	\$325.00	2.15%
654	Solicitors/Premises enquiry follow up compliance inspection - 10 business days	Council	\$219.00	\$215.00	1.86%
655	Administration fee (Update of Personal Information)	Council	\$71.50	\$70.00	2.14%
656	Food Premises Closure				
657	Food Premises Closure	Council	\$750.00	\$750.00	0.00%
658	Food Premises Closure - Per additional day	Council	\$500.00	\$500.00	0.00%
659	Food Premises Closure - Per additional hour	Council	\$127.00	\$125.00	1.60%
660	PHW Act New Premises				
661	Tattooing / Beauty Therapy	Council	\$908.00	\$890.00	2.02%
662	New and Transfer of Hairdressers	Council	\$643.00	\$630.00	2.06%
663	Application for Prescribed Accommodation premises - registration & assessment of appln	Council	\$740.00	\$0.00	
664	Food Act				
665	Failed Food Sample Fee - one sample	Council	\$250.00	\$250.00	0.00%
666	Failed Food Sample Fee - per additional sample	Council	\$125.00	\$125.00	0.00%
667	Outside School Hours Care (OSHC) Commercial	Council	\$306.00	\$300.00	2.00%
668	Outside School Hours Care (OSHC) Non Profit	Council	\$153.00	\$150.00	2.00%
669	Food Premises - Commercial 'One off' (e.g. trade shows)	Council	\$200.00		
670	PLANNING SERVICES				
671	To remove a Restriction	Statutory	\$643.56	\$632.80	1.70%
672	Planning scheme - 11 to 20 submissions, change to an amendment, referring to a panel	Statutory	\$29,979.13	\$29,478.00	1.70%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
673	Planning scheme - adopting and submitting the amendment for approval.	Statutory	\$477.58	\$469.60	1.70%
674	Planning scheme - consideration by the Minister, to approve the amendment and giving notice of approval.	Statutory	\$477.58	\$469.60	1.70%
675	Planning scheme - exceed 20 submissions, change to an amendment, referring to a panel	Statutory	\$40,075.09	\$39,405.20	1.70%
676	Planning scheme - request to amend, no change or amendment.	Statutory	\$3,027.30	\$2,976.70	1.70%
677	Planning Scheme - requesting the Minister to prepare an amendment under Section 20 (4)	Statutory	\$3,967.83	\$3,901.50	1.70%
678	Planning Scheme - requesting the Minister to prepare an amendment under Section 20 (A)	Statutory	\$955.27	\$939.30	1.70%
679	Planning scheme - up to 10 submissions, change to an amendment, referring to a panel	Statutory	\$15,004.31	\$14,753.50	1.70%
680	TO DEVELOP LAND OR TO USE AND DEVELOP PLAN FOR A SINGLE DWELLING				
681	Application Fees				
682	Class 1 - Use Permits	Statutory	\$1,307.86	\$1,286.00	1.70%
683	Class 2 - <\$10,000	Statutory	\$198.42	\$195.10	1.70%
684	Class 3 - \$10,001-\$100,000	Statutory	\$624.54	\$614.10	1.70%
685	Class 4 - \$100,001-\$500,000	Statutory	\$1,278.47	\$1,257.10	1.70%
686	Class 5 - \$500,001-\$1,000,000	Statutory	\$1,381.39	\$1,358.30	1.70%
687	Class 6 - \$1,000,001-\$2,000,000	Statutory	\$1,484.21	\$1,459.40	1.70%
688	Class 7 - VicSmart Application - <\$10,000	Statutory	\$198.42	\$195.10	1.70%
689	Class 8 - VicSmart Application - >\$10,001	Statutory	\$426.12	\$419.00	1.70%
690	Class 9 - VicSmart application - Subdivide or consolidate land	Statutory	\$198.42	\$195.10	1.70%
691	To develop land (other than for a single dwelling per lot)				
692	Class 10 - Developments <\$100,000	Statutory	\$1,138.94	\$1,119.90	1.70%
693	Class 11- Developments \$100,001-\$1,000,000	Statutory	\$1,535.67	\$1,510.00	1.70%
694	Class 12 - Developments \$1,000,001 - \$5,000,000	Statutory	\$3,387.32	\$3,330.70	1.70%
695	Class 13 - Developments \$5,000,001-\$15,000,000	Statutory	\$8,633.72	\$8,489.40	1.70%
696	Class 14 - Developments \$15,000,001-\$50,000,000	Statutory	\$25,460.19	\$25,034.60	1.70%
697	Class 15 - Developments >\$50,000,001	Statutory	\$57,224.86	\$56,268.30	1.70%
698	Development Application Fee	Statutory	\$2,133.38	\$2,097.72	1.70%
699	Subdivision				
700	Class 16 - To subdivide an existing building	Statutory	\$1,307.86	\$1,286.00	1.70%
701	Class 17 - To subdivide land into two lots (other than VicSmart)	Statutory	\$1,307.86	\$1,286.00	1.70%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
702	Class 18 - Realignment of a common boundary or consolidate 2 or more lots	Statutory	\$1,307.86	\$1,286.00	1.70%
703	Class 19 - To subdivide land (three or more lots)	Statutory	\$1,307.86	\$1,286.00	1.70%
704	Class 20 - To vary or remove a restriction, easement or right of way	Statutory	\$1,307.86	\$1,286.00	1.70%
705	Class 21 - Any other application for a permit not specified	Statutory	\$1,307.86	\$1,286.00	1.70%
706	Other matters				
707	Amend or end a s173 agreement	Statutory	\$653.93	\$643.00	1.70%
708	Determination on satisfaction of the Responsible Authority.	Statutory	\$323.30	\$317.90	1.70%
709	Certificate of Compliance	Statutory	\$323.30	\$317.90	1.70%
710	Amendments to applications made under Section 57A(3)(a) Planning & Environment Act 1987				
711	Amendments to a permit or class of permit.	Statutory		40%of the original application fee	
712	Amendments to permit Section 72 Planning & Environment Act 1987				
713	Application to amend use	Statutory	\$1,307.86	\$1,286.00	1.70%
714	Application to amend permit or conditions	Statutory	\$1,307.86	\$1,286.00	1.70%
715	Amendment to a Class 2 Permit	Statutory	\$198.42	\$195.10	1.70%
716	Amendment to a Class 3 Permit	Statutory	\$624.54	\$614.10	1.70%
717	Amendment to a Class 4 permit	Statutory	\$1,278.47	\$1,257.10	1.70%
718	Amendment to a Class 5 or 6 Permit	Statutory	\$1,381.39	\$1,358.30	1.70%
719	Amendment to a Class 7 permit	Statutory	\$198.42	\$195.10	1.70%
720	Amendment to a Class 8 Permit	Statutory	\$426.12	\$419.00	1.70%
721	Amendment to a Class 9 Permit	Statutory	\$198.42	\$195.10	1.70%
722	Amendment to a Class 10 Permit	Statutory	\$1,138.94	\$1,119.90	1.70%
723	Amendment to a Class 11 Permit	Statutory	\$1,535.67	\$1,510.00	1.70%
724	Amendment to a Class 12,13,14 or 15 Permit	Statutory	\$3,387.32	\$3,330.70	1.70%
725	Amendment to a Class 16 Permit	Statutory	\$1,307.86	\$1,286.00	1.70%
726	Amendment to a Class 17 Permit	Statutory	\$1,307.86	\$1,286.00	1.70%
727	Amendment to a Class 18 Permit	Statutory	\$1,307.86	\$1,286.00	1.70%
728	Amendment to a Class 19 Permit	Statutory	\$1,307.86	\$1,286.00	1.70%
729	Amendment to a Class 20 Permit	Statutory	\$1,307.86	\$1,286.00	1.70%
730	Amendment to a Class 21 Permit	Statutory	\$1,307.86	\$1,286.00	1.70%
731	Subdivide land, Subdivision Act 1988.				
732	Certify a plan of subdivision	Statutory	\$173.40	\$170.50	1.70%
733	Alteration of a plan under section 10(2) of the Subdivision Act	Statutory	\$110.24	\$108.40	1.70%
734	Amendment of a certified plan	Statutory	\$139.63	\$137.30	1.70%
735	Extension of Time and secondary consent requests				
736	Extension of time for dwelling extensions	Council	\$254.25	\$250.00	1.70%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
737	Extension of time for developments of 1-4 dwellings	Council	\$391.55	\$385.00	1.70%
738	Extension of time for developments of 5-9 dwellings	Council	\$508.50	\$500.00	1.70%
739	Extension of time for 10 - 60 dwellings	Council	\$722.07	\$710.00	1.70%
740	Extension of Time for more than 60 dwellings	Council	\$1,017.00	\$1,000.00	1.70%
741	Extension of time for any use/commercial development less than \$1 million	Council	\$254.25	\$250.00	1.70%
742	Extension of time for any commercial development greater than \$1 million	Council	\$508.50	\$500.00	1.70%
743	Secondary Consent Application for dwelling extensions	Council	\$162.72	\$160.00	1.70%
744	Secondary Consent Application resulting from enforcement	Council	\$322.39	\$317.00	1.70%
745	Secondary Consent Applications 1-4 dwellings	Council	\$221.71	\$218.00	1.70%
746	Secondary Consent Applications 5-9 dwellings	Council	\$323.41	\$318.00	1.70%
747	Secondary Consent Applications for 10 - 60 dwellings	Council	\$534.94	\$526.00	1.70%
748	Secondary Consent Applications for more than 60 dwellings	Council	\$1,017.00	\$1,000.00	1.70%
749	Secondary Consent Applications for any use or commercial development less than \$1 million	Council	\$254.25	\$250.00	1.70%
750	Secondary Consent Applications for any commercial development greater than \$1 million	Council	\$406.80	\$400.00	1.70%
751	Administration Charges				
752	Retrospective additional application fee	Council	\$322.39	\$317.00	1.70%
753	Advertising - up to 20 letters	Council	\$172.89	\$170.00	1.70%
754	Advertising - each additional letter	Council	\$7.63	\$7.50	1.70%
755	Advertising - each public notice	Council	\$45.77	\$45.00	1.70%
756	Heritage Demolition Advice	Statutory	\$66.51	\$65.40	1.70%
757	Building regulation consent and report	Statutory	\$266.56	\$262.10	1.70%
758	Compliance with permit advice (information already available on TRIM)	Council	\$167.81	\$165.00	1.70%
759	Compliance with permit advice for off-site file (on scan demand)	Council	\$335.61	\$330.00	1.70%
760	Property Information	Council	\$167.81	\$165.00	1.70%
761	Property Information for off-site file	Council	\$335.61	\$330.00	1.70%
762	Copy of Endorsed Plan/Photocopies (hard copy)	Council	\$167.81	\$165.00	1.70%
763	Copy of Endorsed Plan/Photocopies (electronically)	Council	\$52.88	\$52.00	1.70%
764	Check on building envelope compliance	Council	\$172.89	\$170.00	1.70%
765	Planning Register per month	Council	\$26.44	\$26.00	1.70%
766	Planning Register per year	Council	\$210.52	\$207.00	1.70%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
767	Variation to Urban Design Guidelines	Council	\$371.21	\$365.00	1.70%
768	Resubmission of Plans to Satisfy Condition 1	Council	\$157.64	\$155.00	1.70%
769	Pre application meeting with written comments (priority system)	Council	\$305.10	\$300.00	1.70%
770	Advertising - smart public notice (new Fee)	Council	\$30.51	\$30.00	1.70%
771	INFRASTRUCTURE SERVICES ADDITIONAL WASTE SERVICES FEES/CHARGES				
772	Garbage Service				
773	Additional 120 Litre (LT) garbage bin (bin supply & collection service)	Council	\$200.00	\$200.00	0.00%
774	Additional 240 LT garbage bin (bin supply & collection service)	Council	\$368.00	\$368.00	0.00%
775	Additional 120 LT garbage bin (subsequent annual collection service)	Council	\$144.00	\$144.00	0.00%
776	Additional 240 LT garbage bin (subsequent annual charge)	Council	\$331.00	\$331.00	0.00%
777	Additional 660 LT garbage skip bin (bin supply & collection service)	Council	\$1,379.00	\$1,379.00	0.00%
778	Additional 1100 LT garbage skip (bin supply & collection service)	Council	\$1,801.00	\$1,801.00	0.00%
779	Additional garbage 660 LT skip bin (subsequent annual collection service)	Council	\$927.00	\$927.00	0.00%
780	Additional 1100 LT garbage skip bin (subsequent annual collection service)	Council	\$1,226.00	\$1,226.00	0.00%
781	Recycling Service				
782	Additional 120 LT recycling bin (bin supply & collection service)	Council	\$64.00	\$64.00	0.00%
783	Additional 240 LT recycling bin (bin supply & collection service)	Council	\$69.00	\$69.00	0.00%
784	Additional 360 LT recycling bin (bin supply & collection service)	Council	\$79.00	\$79.00	0.00%
785	Additional 660 LT recycling skip (bin supply and collection service)	Council	\$988.00	\$988.00	0.00%
786	Additional 1100 LT recycling skip (bin supply and collection service)	Council	\$1,068.00	\$1,068.00	0.00%
787	Additional 120/240 LT recycling bin (subsequent annual collection service)	Council	\$59.00	\$59.00	0.00%
788	Additional 660 LT recycling skip (subsequent annual collection service)	Council	\$535.00	\$535.00	0.00%
789	Additional 1100 LT recycling skip (subsequent annual collection service)	Council	\$535.00	\$535.00	0.00%
790	Green Waste Service				
791	Annual 120 LT green waste collection service	Council	\$164.00	\$164.00	0.00%
792	Annual 240 LT green waste collection service	Council	\$200.00	\$200.00	0.00%
793	Additional 120 LT green bin (subsequent annual collection service)	Council	\$111.00	\$111.00	0.00%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
794	Additional 240 LT green bin (subsequent annual collection)	Council	\$124.00	\$124.00	0.00%
795	At Call Hard & Green Waste Service				
796	Additional Hardwaste collection green waste collection service fee (Owner / Occupier per request)		\$80.00	\$69.00	15.94%
797	Additional high Priority Hardwaste collection 3 working days collection		\$99.00		
798	INFRASTRUCTURE SERVICES ENGINEERING SERVICES				
799	Development Fee				
800	Plan Checking Subdivisions	Council	\$0.01	\$0.01	0.00%
801	Subdivision supervision	Council	\$0.03	\$0.03	0.00%
802	Plan checking work in Road Reserve	Council	\$0.01	\$0.01	0.00%
803	Supervision work in Road Reserve	Council	\$0.03	\$0.03	0.00%
804	Incomplete Works Bond - Administration Fee	Council	\$110.00	\$110.00	0.00%
805	INFRASTRUCTURE SERVICES TREE SERVICES				
806	Tree Removal Amenity Value (per trunk diameter)				
807	6cm	Council	\$367.57	\$365.00	0.70%
808	8cm	Council	\$653.45		
809	10cm	Council	\$1,021.02	\$1,000.00	2.10%
810	15cm	Council	\$2,297.29	\$2,300.00	-0.12%
811	20cm	Council	\$4,084.07	\$4,000.00	2.10%
812	25cm	Council	\$6,381.36	\$6,000.00	6.36%
813	30cm	Council	\$9,189.16	\$8,700.00	5.62%
814	35cm	Council	\$12,507.47	\$12,000.00	4.23%
815	40cm	Council	\$16,336.28	\$15,500.00	5.40%
816	45cm	Council	\$20,675.61	\$19,500.00	6.03%
817	50cm	Council	\$25,525.44	\$24,500.00	4.19%
818	55cm	Council	\$30,885.78	\$29,500.00	4.70%
819	60cm	Council	\$36,756.63	\$35,000.00	5.02%
820	65cm	Council	\$43,137.99	\$41,000.00	5.21%
821	70cm	Council	\$50,029.86	\$47,000.00	6.45%
822	75cm	Council	\$57,432.24	\$54,000.00	6.36%
823	80cm	Council	\$65,435.13	\$62,000.00	5.54%
824	85cm	Council	\$73,768.52	\$69,000.00	6.91%
825	90cm	Council	\$82,702.43	\$78,000.00	6.03%
826	95cm	Council	\$92,146.84	\$87,000.00	5.92%
827	100cm	Council	\$102,101.76	\$96,000.00	6.36%
828	105cm	Council	\$112,567.19	\$105,000.00	7.21%
829	110cm	Council	\$123,543.13	\$115,000.00	7.43%
830	115cm	Council	\$135,029.58	\$125,000.00	8.02%
831	120cm	Council	\$147,026.54	\$137,000.00	7.32%
832	125cm	Council	\$159,534.00		
833	130cm	Council	\$172,551.98		
834	135cm	Council	\$186,080.46		

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
835	140cm	Council	\$200,119.45		
836	145cm	Council	\$214,668.95		
837	Removal and Re-plant Fee - Price On Application (OPA) Tree Removal (height)				
838	0-3mt	Council	\$183.06	\$180.00	1.70%
839	3-8mt	Council	\$762.75	\$750.00	1.70%
840	8-20mt+	Council	\$2,288.25	\$2,250.00	1.70%
841	Stump Grind (per trunk diameter)				
842	0-30cm	Council	\$167.81	\$165.00	1.70%
843	30cm-1mt	Council	\$381.38	\$375.00	1.70%
844	1mt +	Council	\$528.84	\$520.00	1.70%
845	Reinstalment small	Council	\$30.51	\$30.00	1.70%
846	Reinstatement large	Council	\$81.36	\$80.00	1.70%
847	New tree planting	Council	\$381.38	\$375.00	1.70%
848	INFRASTRUCTURE SERVICES HARD SURFACE REINSTATEMENT RATES				
849	Hard Surface Reinstatement Rates - Surface				
850	Access Road min 1sqm.(Less than 25 sqm)	Council	\$170.00	\$165.00	3.03%
851	Access Road (25 sqm or more)	Council	\$145.00	\$140.00	3.57%
852	Distributor Road and Industrial route (less than 25sqm)	Council	\$265.00	\$260.00	1.92%
853	Distributor Road and Industrial route (25sqm or more)	Council	\$255.00	\$250.00	2.00%
854	Concrete Footpath (Less than 5 sqm)	Council	\$220.00	\$200.00	10.00%
855	Concrete Footpath (5sqm or more)	Council	\$205.00	\$200.00	2.50%
856	Concrete Footpath (colour) (Less than 5 sqm)	Council	\$240.00	\$225.00	6.67%
857	Concrete Footpath (colour) (5 sqm or more)	Council	\$225.00	\$220.00	2.27%
858	Asphalt Footpath (Less than 5 sqm)	Council	\$180.00	\$175.00	2.86%
859	Asphalt Footpath (5sqm or more)	Council	\$147.00	\$145.00	1.38%
860	Domestic Crossover	Council	\$280.00	\$275.00	1.82%
861	Domestic Crossover (colour)	Council	\$320.00	\$315.00	1.59%
862	Industrial Crossover	Council	\$305.00	\$300.00	1.67%
863	Concrete Kerb/Channel	Council	\$315.00	\$310.00	1.61%
864	Concrete Kerb/Channel (Less than 5 lin m)	Council	\$305.00	\$300.00	1.67%
865	Concrete Kerb/Channel (5 lin m or more)	Council	\$355.00	\$350.00	1.43%
866	Concrete Kerb/Channel (colour) (Less than 5 lin m)	Council	\$335.00	\$330.00	1.52%
867	Concrete Kerb/Channel (colour) (5 lin m or more)	Council	\$260.00	\$255.00	1.96%
868	Stone Kerb/Channel (Less than 5 lin m)	Council	\$280.00	\$275.00	1.82%
869	Stone Kerb/Channel (5 lin m or more)	Council	\$295.00	\$290.00	1.72%
870	Bluestone Laneway (Less than 25 sqm)	Council	\$260.00	\$255.00	1.96%
871	Bluestone Laneway (25 sqm or more)	Council	\$110.00	\$105.00	4.76%
872	Footpath pavers	Council	\$265.00	\$150.00	76.67%
873	Repair stormwater Kerb adaptor (CL9)	Council	\$195.00	\$190.00	2.63%

Ref No.	Service	Fee Set By	2020/2021 Price GST Inclusive \$	2019/2020 Price GST Inclusive \$	% Increase
874	Pit lid	Council	\$600.00	\$590.00	1.69%
875	Pit and frame	Council	\$905.00	\$890.00	1.69%
876	A minimum of one linear or one square metre is applicable to all rates except for footpaths where a minimum of 2.25 square metres applies (equivalent to One bay). A 20% loading will be applied to the prices quoted where work is carried out on arterial or collector roads as defined in the Melways.				
877	These rates cover costs associated with the reinstatement by Council's road maintenance contractor, of road openings made by various authorities or public utility companies (i.e. City West Water, Westar, Telstra, AGL) and by private contractors.				
878	INFRASTRUCTURE SERVICES ASSET PROTECTION				
879	Asset protection				
880	Street protection fee	Council	\$325.00	\$320.00	1.56%
881	Street protection bond (minimum)	Council	\$500.00	\$550.00	-9.09%
882	Drainage				
883	Legal point of drainage discharge	Statutory	\$64.10	\$64.10	0.00%
884	Legal point of drainage discharge MUD	Statutory	\$144.70	\$144.70	0.00%
885	Drainage Plan Approval (Single or extension)	Council	\$150.00	\$150.00	0.00%
886	Drainage Plan Approval (2-3 Lot development)	Council	\$350.00	\$350.00	0.00%
887	Drainage Plan Approval (4-9 Lot development)	Council	\$400.00	\$400.00	0.00%
888	Drainage Plan Approval (10+ Lot development)	Council	\$670.00	\$670.00	0.00%
889	Stormwater inspection	Council	\$350.00	\$350.00	0.00%
890	Permits				
891	Work within Road Reserve permit (formerly Road Opening Permit) Fees depend on the road classification, speed limit and work type	Statutory			
892	Vehicle crossing permit	Council	\$325.00	\$320.00	1.56%
893	Vehicle crossing permit re-inspection fee	Council	\$70.00	\$70.00	0.00%
894	Vehicle crossing permit - multiple	Council	\$580.00	\$575.00	0.87%
895	Vehicle crossing permit - wide	Council	\$430.00	\$425.00	1.18%
896	Cemetery SECTION 43 OF THE ACT ALL TRUST FEES OF \$50 OR MORE ARE INCREASED ANNUALLY IN ACCORDANCE WITH CPI FOR ALL GROUPS IN MEL. @ MAY FOR EFFECT IN JULY				
897	Cemetery 'Service' *Fees cannot be changed until ratified by the Cemetery Trust Private Graves				

Appendix C Budget Processes

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

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

The 2020/2021 budget, which is included in this report, is for the year 1 July 2020 to 30 June 2021 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 2021 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 31 August 2020 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 2020/2021 budget process is as follows:

Process	Timing
Councillor Planning Day	6 & 7 December 2019
First Cut Budget For Officers Review	3 December 2019
First Councillor Briefing – Budget 2020/2021 (Overview)	11 February 2020
Second Councillor Briefing – Budget (Operating and Capital)	3 March 2020
Third Councillor Briefing – Budget 2020/2021 (Rating Structure)	7 April 2020
Fourth Councillor Briefing – Budget 2020/2021 (Rating Structure)	21 April 2020
Councillor Strategic Briefing On Proposed Budget (before or after CDSC)	12 May 2020
Ordinary Council Meeting to Resolve On Proposed Budget And Call For Submissions	19 May 2020
Facebook consultation - Council Plan & Budget	3 June 2020
Budget Briefing Rate Payers Association	TBC
S.223 Submissions Closed - (28 Clear Days)	18 June 2020
S.223 Hearing of submissions to Budget – (Time TBC)	24 June 2020
S.223 Meeting To Discuss & Consider Submissions To Budget (before or after CDSC TBC)	30 June 2020
Councillor Strategic Briefing On Adoption of Budget, Strategic Resource Plan & LTFS	14 July 2020
Ordinary Council Meeting to Adopt Budget, Strategic Resource Plan & LTFS	21 July 2020

Appendix D City Infrastructure Plans

City Infrastructure Plan for the year ended 30 June 2022

Ref	(2021-2022)	Project Cost	Funding						
	Capital Works Program	2021/22 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP250	Property								
CAP251	Land								
CAP252	Industrial Precinct Amenity Improvements (MEIDS)	150	-	-	-	-	-	-	150
CAP253	Land Acquisition Open Space	3,000	-	-	-	-	3,000	-	-
CAP254	Land Remediation - Various Sites	500	100	-	-	-	-	-	400
CAP255	New Park	600	-	-	-	-	600	-	-
CAP256	Total Land	4,250	100	0	0	0	3,600	0	550
CAP257	Buildings								
CAP258	Annual Early Years Facility Playground Upgrade Program (10 Years) 1. Maribyrnong River Children's Centre Shade \$35k and Phoenix Youth Hub Shade / outdoor improvements \$55k 2. Clare Court \$250k (design complete) 3. Maribyrnong Kindergarten \$50k 4. North Maidstone Kinder \$200k (design complete) 5. Angliss Children's Centre \$100k 6. Brenbeal Children's Centre \$250k 7. Kingsville Kinder \$100k 8. Maribyrnong Community Centre \$150k	70	44	-	-	-	-	-	26
CAP259	Footscray Park Bowling Club Year 1 (21/22) - Detailed Design Year 2 (22/23) - Construction	180	-	-	-	-	-	-	180

Ref	(2021-2022)	Project Cost	Funding						
	Capital Works Program	2021/22 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP260	Footscray Library Community and Cultural Hub (NeXT) Year 1 - Feasibility / Business Case Year 2 - Concept Design Year 3 - Detailed Design (21/22) Years 4 & 5 - Construction* *Includes 1% for Public Art	1,000	-	-	-	-	-	1,000	-
CAP261	Maribyrnong Reserve Community Hub Development Year 1 - Feasibility Study (20/21) Year 2 - Concept Design (21/22) Year 3 - Detailed Design (22/23) Years 4 & 5 - Construction* *Includes 1% for Public Art	175	-	-	-	-	-	-	175
CAP262	Norfolk St CCC Facility Upgrade or Relocation to include Community Hub Year 1 - Feasibility Study (2021/22) Year 2 - Concept Design Year 3 - Detailed Design Year 4&5 - Construction* *Includes 1% for Public Art *DCP Project No.375 - Required Council spend of \$1.95m (18.5% collection)	100	-	-	-	-	-	-	100
CAP263	Public Toilet Strategy (1 Per annum)	350	-	-	-	-	-	-	350
CAP264	Pennell Reserve Pavilion Year 1 (19/20) - Schematic Design Year 2 (21/22) - Detailed Design Year 3 & 4 - Construction	150	-	-	-	-	-	-	150
CAP265	RecWest	350	100	-	-	-	-	-	250

Ref	(2021-2022)	Project Cost	Funding						
	Capital Works Program	2021/22 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP266	Saltwater / Footscray CBD Early Learning Centre Year 1 - Feasibility Study (2021/22) Year 2 - Concept Design Year 3 - Detailed Design Years 4&5 - Construction* *Includes 1% for Public Art	100	-	-	-	-	-	-	100
CAP267	Yarraville Library Optimisation Feasibility	60	-	-	-	-	-	-	60
CAP268	Angliss Children's Centre - Shade cloth replacement and new shade structure in babies yard	63	-	33	-	-	-	-	30
CAP269	Beaton Reserve Community Facilities Optimisation Year 1 - Feasibility (21/22) Year 2 - Design Year 3 - Construction	50	-	-	-	-	-	-	50
CAP270	Braybrook Community Centre (Hub) - Braybrook Early Learning Centre - Acoustic treatment to ceilings in three kinder rooms and foyer - Supply and install finger guards on all external doors - Supply and install roller shutter over kitchen bench to secure rooms 2 and 3 in a lockdown situation.	70	-	20	-	-	-	-	50
CAP271	Maidstone Community Centre Major upgrade or relocation Year 1 - Feasibility Study (2021/22) Year 2 - Design Years 3&4 - Construction* *Includes 1% for Public Art	100	-	-	-	-	-	-	100
CAP272	Cherry Crescent Preschool - supply and install timber plinths under parameter fence	20	-	-	-	-	-	-	20

Ref	(2021-2022)	Project Cost	Funding						
	Capital Works Program	2021/22 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP273	West Footscray Library & Childcare Increase the lockable storage in the childcare room	20	-	-	-	-	-	-	20
CAP274	Maribyrnong Community Centre - New split-system air conditioning for 9 rooms	100	-	-	-	-	-	-	100
CAP275	Maribyrnong Community Centre - Upgrade to facilitate licensing for 3yo kindergarten	250	-	-	-	-	-	-	250
CAP276	Maribyrnong Aquatic Centre Redevelopment Planning	100	-	-	-	-	-	-	100
CAP277	Maribyrnong Kindergarten - Cleaners room construction	30	-	-	-	-	-	-	30
CAP278	Maribyrnong Library - Installation of improved signage	5	-	-	-	-	-	-	5
CAP279	NBN access to three libraries	50	-	-	-	-	-	-	50
CAP280	North Maidstone Kindergarten - CCTV, key pads and swipe card access	30	-	-	-	-	-	-	30
CAP281	North Maidstone Kindergarten - Veranda over decking area (concept design complete)	80	-	-	-	-	-	-	80
CAP282	Paisley Street (Central) Library - Disability access to front entrance, replace single doors with double doors	20	-	-	-	-	-	-	20
CAP283	Paisley Street (Central) Library - improve display units and pigeon holes	10	-	-	-	-	-	-	10
CAP284	Paisley Street (Central) Library - installation of improved signage	5	-	-	-	-	-	-	5
CAP285	Paisley Street (Central) Library - installation of security cameras to front entrance	10	-	-	-	-	-	-	10
CAP286	Paisley Street (Central) Library - Minor improvement to court yard	10	-	-	-	-	-	-	10
CAP287	Indoor Stadium Site to be identified Year 1 (19/20) - Strategy and Investigation Year 2 - Concept Design Year 3 - Schematic Design	200	-	-	-	-	-	-	200

Ref	(2021-2022)	Project Cost	Funding						
	Capital Works Program	2021/22 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
	Year 4 & 5 - Detailed Design Year 6 & 7 - Construction								
CAP288	Total Buildings	3,758	144	53	-	-	-	1,000	2,561
CAP289	Total - Property	8,008	244	53	-	-	3,600	1,000	3,111
CAP290	Plant and Equipment								
CAP291	Computers and Telecommunications								
CAP292	PC Management/Replacement	520	-	-	-	-	-	-	520
CAP293	Single view of Customer	1,000	-	-	-	-	-	1,000	-
CAP294	Total - Computers and Telecommunications	1,520	-	-	-	-	-	1,000	520
CAP295	Plant, Machinery and Equipment								
CAP296	Community Facility Furniture Replacement Program (10 Years - Yr3)	100							100
CAP297	Total - Plant, Machinery and Equipment	100	-	-	-	-	-	-	100
CAP298	Total - Plant and Equipment	1,620	-	-	-	-	-	1,000	620
CAP299	Footpath and Cycleways								
CAP300	Bicycle and Pedestrian Upgrades	1,000	-	-	-	-	-	-	1,000
CAP301	Ashley St - South Rd to Ballarat Rd - construct bike route (feasibility and design completed in 19/20)	100	-	-	-	-	-	-	100
CAP302	Bicycle trail lighting (Heavenly Queen, Footscray Park, Chifley Drive, Edgewater Waterfront)	250	-	-	-	-	-	-	250
CAP303	Footpaths and pram crossings	250	-	-	-	-	-	-	250
CAP304	YNAC - Pedestrian Priority treatments	100	-	-	-	-	-	-	100
CAP305	Total - Footpath and Cycleways	1,700	-	-	-	-	-	-	1,700
CAP306	Off street Carparks								
CAP307	Mclvor Reserve - Yarraville Glory Soccer Ground Car Park	900	700	-	-	-	-	-	200
CAP308	Pennell Reserve Braybrook Car Park	300	-	-	-	-	-	-	300
CAP309	Total - Off street Carparks	1,200	700	-	-	-	-	-	500

Ref	(2021-2022)	Project Cost	Funding						
	Capital Works Program	2021/22 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP310	Parks, Open Space and Streetscapes								
CAP311	Westgate Tunnel - Footscray Wharf and Promenade Project Maribyrnong River Edge - Implementation of Footscray Wharf and Prom	5,500	1,000	-	-	-	-	4,500	-
CAP312	Stony Creek - Directions Plan Implementation - paths and planting	600	200	-	-	-	-	-	400
CAP313	Barrett Reserve - West Footscray	50	-	-	-	-	-	-	50
CAP314	Beevers Reserve, Kingsville - Landscape works	50	-	-	-	-	-	-	50
CAP315	Cruickshank Park - landscape and path improvement	150	-	-	-	-	150	-	-
CAP316	Footscray Central Activity Area - Barkly Street streetscape - Stage 1 early works	100	-	-	-	-	-	-	100
CAP317	Footscray Central Activity Area - Bunbury Street Walk and Footpath improvements - streetscape	60	-	-	-	-	-	-	60
CAP318	Footscray Park Masterplan 2011 Implementation	300	-	-	-	-	300	-	-
CAP319	Gateway and Parks Signage - 3 gateway signs and 9 park signs	60	-	-	-	-	-	-	60
CAP320	West Footscray Neighbourhood Activity Centre - Urban space at Barkly Street - Clarke Street	150	-	-	-	-	-	-	150
CAP321	Mclvor Reserve - Landscape upgrade	200	-	-	-	-	200	-	-
CAP322	Quarry Park - New Park Landscape Upgrade - Works as per masterplan	1,575	-	-	-	-	1,575	-	-
CAP323	Street Tree Planting and Urban Forest Strategy	900	-	-	-	-	-	-	900
CAP324	Total - Parks, Open Space and Streetscapes	9,695	1,200	-	-	-	2,225	4,500	1,770
CAP325	Recreational, Leisure and Community Facilities								
CAP326	Public Art Annual Program	120	-	-	-	-	-	-	120
CAP327	Public Art Contribution (1%) to Major Projects (\$5m+) 19/20 - FLP Hyde St \$60k 21/22 - Maribyrnong Reserve \$60k	60	-	-	-	-	-	-	60

Ref	(2021-2022)	Project Cost	Funding						
	Capital Works Program	2021/22 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
	22/23 - Maidstone CC \$50k, NeXT \$150k 23/24 - MAC \$100k 24/25 - Saltwater \$50k 26/27 - Footscray Active Rec \$100k, Footscray Early Years \$70k, 27/28 - DSM Hub \$100k, Maribyrnong Library \$100k, Bradmill Early Years \$70k, DSM Early Years \$70k								
CAP328	Hanmer Oval - New Cricket Nets	543	400	-	-	-	-	-	143
CAP329	Henry Turner North - Oval lighting	500	250	-	-	-	-	-	250
CAP330	Total - Recreational, Leisure and Community Facilities	1,223	650	-	-	-	-	-	573
CAP331	Roads								
CAP332	Major Project - Road Infrastructure (Cross Street)	5,200	5,200	-	-	-	-	-	-
CAP333	Cowper Street Design, includes Car Park	1,850	-	-	-	-	-	1,850	-
CAP334	Geelong Road/Ballarat Road intersection Upgrade - Concept Design	100	-	-	-	-	-	-	100
CAP335	Footscray Central Activity Area - Joseph Road public Realm works	5,282	-	1,082	-	-	-	4,200	-
CAP336	Laneway Construction Program - Implementation	250	-	-	-	-	-	-	250
CAP337	Local Area Traffic Management (LATM)	500	-	-	-	-	-	-	500
CAP338	Minor works: signs, line marking, bike parking	100	-	-	-	-	-	-	100
CAP339	Nicholson Street Upgrade - Detailed Design	300	-	-	-	-	-	-	300
CAP340	Plan and construct shared path from Aquatic Drive through Pipemakers Park to the Maribyrnong River Path	50	-	-	-	-	-	-	50
CAP341	Road safety - Implementation of 40KM Signs	200	-	-	-	-	-	-	200
CAP342	Tram Stop Upgrades	150	-	-	-	-	-	-	150
CAP343	Total - Roads	13,982	5,200	1,082	-	-	-	6,050	1,650
CAP344	Other Infrastructure								

Ref	(2021-2022)	Project Cost	Funding						
	Capital Works Program	2021/22 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP345	Smart Cities & Suburbs Program - Connect the Community to Council Assets	250	-	-	-	-	-	-	250
CAP346	Total Other Infrastructure	250	-	-	-	-	-	-	250
CAP347	Total Infrastructure	28,050	7,750	1,082	-	-	2,225	10,550	6,443
CAP348	Total Capital Works And Asset Improvement 2021/22)	37,678	7,994	1,135	-	-	5,825	12,550	10,174

City Infrastructure Plan for the year ended 30 June 2023

Ref	(2022-2023)	Project Cost	Funding						
	Capital Works Program	2022/23 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP349	Property								
CAP350	Land								
CAP351	Industrial Precinct Amenity Improvements (MEIDS)	150	-	-	-	-	-	-	150
CAP352	Land Remediation - Various Sites	500	-	-	-	-	-	500	-
CAP353	Total Land	650	0	0	0	0	0	500	150
CAP354	Buildings								
CAP355	Annual Early Years Facility Playground Upgrade Program (10 Years) 1. Maribyrnong River Children's Centre Shade \$35k and Phoenix Youth Hub Shade / outdoor improvements \$55k 2. Clare Court \$250k (design complete) 3. Maribyrnong Kindergarten \$50k	300	-	83	-	-	-	-	217

Ref	(2022-2023)	Project Cost	Funding						
	Capital Works Program	2022/23 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
	4. North Maidstone Kinder 22/23 *DCP Project No.393C - Required Council spend of \$200k (41.7% collection) 5. Angliss Children's Centre \$100k 6. Brenbeal Children's Centre \$250k 7. Kingsville Kinder \$100k 8. Maribyrnong Community Centre \$150k								
CAP356	Footscray Park Bowling Club Year 1 (21/22) - Detailed Design Year 2 (22/23) - Construction	500	500	-	-	-	-	-	-
CAP357	Hansen Reserve Pavilion Year 1 (19/20) - Feasibility and Concept Design + schematic Year 2 & 3 (20/21 & 21/22) - Detailed Design Year 4 & 5 - Construction (22/23&23/24)	1,000	-	-	-	-	-	400	600
CAP358	Maribyrnong Reserve Community Hub Development Year 1 - Feasibility Study (19/20) Year 2 - Concept Design (20/21) Year 3 - Detailed Design (22/23) Years 4 & 5 - Construction* *Includes 1% for Public Art	300	-	-	-	-	-	-	300
CAP359	Norfolk St CCC Facility Upgrade or Relocation to include Community Hub Year 1 - Feasibility Study (21/22) Year 2 - Concept Design (22/23) Year 3 - Detailed Design Year 4&5 - Construction* *Includes 1% for Public Art	120	-	-	-	-	-	-	120

Ref	(2022-2023)	Project Cost	Funding						
	Capital Works Program	2022/23 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
	*DCP Project No.375 - Required Council spend of \$1.95m (18.5% collection)								
CAP360	Public Toilet Strategy (1 Per annum)	350	-	-	-	-	-	-	350
CAP361	Pennell Reserve Pavilion Year 1 (19/20) - Schematic Design Year 2 (21/22) - Detailed Design Year 3 (22/23) & 4 - Construction	500	-	-	-	-	-	-	500
CAP362	Maribyrnong Library Relocation and expansion to include Community Hub Year 1 - Feasibility Study (2022/23) Year 2 - Concept Design Year 3 - Detailed Design Years 4 & 5 - Construction* *Includes 1% for Public Art	120	-	-	-	-	-	-	120
CAP363	Saltwater / Footscray CBD Early Learning Centre Year 1 - Feasibility Study (2021/22) Year 2 - Concept Design (22/23) Year 3 - Detailed Design Years 4&5 - Construction* *Includes 1% for Public Art	120	-	-	-	-	-	-	120
CAP364	Brenbeal Early Years Facility Optimisation to include expanded service provision Year 1 (22/23) - Feasibility Year 2 - Design Year 3 - Construction	120	-	-	-	-	-	-	120
CAP365	Braybrook Community Centre (Hub) - Design and construction of foyer café area into multi-purpose lounge and bookable arts space	150	-	-	-	-	-	-	150

Ref	(2022-2023)	Project Cost	Funding						
	Capital Works Program	2022/23 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP366	Maidstone Community Centre Major upgrade or relocation Year 1 - Feasibility Study (2021/22) Year 2 - Design (22/23) Years 3&4 - Construction* *Includes 1% for Public Art	250	-	-	-	-	-	-	250
CAP367	Footscray Community Arts Centre - AC Upgrade (Year 1)	400	-	-	-	-	-	-	400
CAP368	Maidstone Community Centre - Interior Kitchen upgrade to commercial grade 4 to increase capacity for hiring purposes.	45	-	-	-	-	-	-	45
CAP369	Yarraville Library - Pergola	50	-	-	-	-	-	-	50
CAP370	Total Buildings	4,325	500	83	-	-	-	400	3,342
CAP371	Total - Property	4,975	500	83	-	-	-	900	3,492
CAP372	Plant and Equipment								
CAP373	Computers and Telecommunications								
CAP374	PC Management/Replacement	455	-	-	-	-	-	-	455
CAP375	Total - Computers and Telecommunications	455	-	-	-	-	-	-	455
CAP376	Plant, Machinery and Equipment								
CAP377	Community Facility Furniture Replacement Program (10 Years - Yr4)	100	-	-	-	-	-	-	100
CAP378	Total - Plant, Machinery and Equipment	100	-	-	-	-	-	-	100
CAP379	Total - Plant and Equipment	555	-	-	-	-	-	-	555
CAP380	Drainage								
CAP381	Drainage Modelling - Year 1	225	-	-	-	-	-	-	225
CAP382	Total Drainage	225	-	-	-	-	-	-	225
CAP383	Footpath and Cycleways								
CAP384	Bicycle and Pedestrian Upgrades	1,000	-	-	-	-	-	-	1,000

Ref	(2022-2023)	Project Cost	Funding						
	Capital Works Program	2022/23 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP385	Bicycle network upgrade river trails - Burndap Lake Frontage & Others - Year 1	225	-	-	-	-	-	-	225
CAP386	Bicycle trail lighting (Heavenly Queen, Footscray Park, Chifley Drive, Edgewater Waterfront)	150	-	-	-	-	-	-	150
CAP387	Footpaths and pram crossings	250	-	-	-	-	-	-	250
CAP388	YNAC - Pedestrian Priority treatments	150	-	-	-	-	-	-	150
CAP389	Total - Footpath and Cycleways	1,775	-	-	-	-	-	-	1,775
CAP390	Parks, Open Space and Streetscapes								
CAP391	Westgate Tunnel - Footscray Wharf and Promenade Project Maribyrnong River Edge - Implementation of Footscray Wharf and Prom	2,000	750	-	-	-	-	1,250	-
CAP392	Footscray Park Masterplan 2011 Implementation	300	-	-	-	-	300	-	-
CAP393	Street Tree Planting and Urban Forest Strategy	1,000	-	-	-	-	-	-	1,000
CAP394	Footscray Central Activity Area - Irving Street Streetscape Improvements and bus interchange	900	450	-	-	-	-	-	450
CAP395	Footscray Central Activity Area - Nicholson Street South Streetscape (Paisley Street to Irving Street)	455	-	-	-	-	255	-	200
CAP396	Mappin Reserve, Seddon - Playground Upgrade	100	-	-	-	-	100	-	-
CAP397	McNish Reserve Landscape Setting	150	-	-	-	-	150	-	-
CAP398	Yarraville Gardens Masterplan	200	-	-	-	-	200	-	-
CAP399	Play Upgrades - Minor upgrades to playground facilities	100	-	-	-	-	100	-	-
CAP400	Total - Parks, Open Space and Streetscapes	5,205	1,200	-	-	-	1,105	1,250	1,650
CAP401	Recreational, Leisure and Community Facilities								
CAP402	Public Art Annual Program	120	-	-	-	-	-	-	120
CAP403	Public Art Contribution (1%) to Major Projects (\$5m+) 19/20 - FLP Hyde St \$60k	200	-	-	-	-	-	-	200

Ref	(2022-2023)	Project Cost	Funding						
	Capital Works Program	2022/23 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
	21/22 - Maribyrnong Reserve \$60k 22/23 - Maidstone CC \$50k, NeXT \$150k 23/24 - MAC \$100k 24/25 - Saltwater \$50k 26/27 - Footscray Active Rec \$100k, Footscray Early Years \$70k, 27/28 - DSM Hub \$100k, Maribyrnong Library \$100k, Bradmill Early Years \$70k, DSM Early Years \$70k								
CAP404	Hansen Reserve, West Footscray - Implementation of Masterplan - basketball court	375	-	-	-	-	375	-	-
CAP405	Total - Recreational, Leisure and Community Facilities	695	-	-	-	-	375	-	320
CAP406	Roads								
CAP407	Major Project - Road Infrastructure (Cross Street)	3,600	2,000	-	-	-	-	1,600	-
CAP408	Footscray Central Activity Area - Joseph Road public Realm works	6,294	-	3,760	-	-	-	2,534	-
CAP409	Local Area Traffic Management (LATM)	500	-	-	-	-	-	-	500
CAP410	Minor works: signs, line marking, bike parking	100	-	-	-	-	-	-	100
CAP411	Road safety - Implementation of 40KM Signs	200	-	-	-	-	-	-	200
CAP412	New Hospital/VU bus port	150	-	-	-	-	-	-	150
CAP413	Total - Roads	10,844	2,000	3,760	-	-	-	4,134	950
CAP414	Other Infrastructure								
CAP415	Energy efficient upgrades - public lighting re-lamping	200	-	-	-	-	-	-	200
CAP416	Total Other Infrastructure	200	-	-	-	-	-	-	200
CAP417	Total Infrastructure	18,944	3,200	3,760	-	-	1,480	5,384	5,120
CAP418	Total Capital Works And Asset Improvement 2022/23)	24,474	3,700	3,843	-	-	1,480	6,284	9,167

City Infrastructure Plan for the year ended 30 June 2024

Ref	(2023-2024)	Project Cost	Funding						
	Capital Works Program	2023/24 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP419	Property								
CAP420	Land								
CAP421	Industrial Precinct Amenity Improvements (MEIDS)	150	-	-	-	-	-	-	150
CAP422	Land Remediation - Various Sites	400	-	-	-	-	-	-	400
CAP423	Total Land	550	0	0	0	0	0	0	550
CAP424	Buildings								
CAP425	Annual Early Years Facility Playground Upgrade Program (10 Years) 1. Maribyrnong River Children's Centre Shade \$35k and Phoenix Youth Hub Shade / outdoor improvements \$55k 2. Clare Court \$250k (design complete) 3. Maribyrnong Kindergarten \$50k 4. North Maidstone Kinder 5. Angliss Children's Centre 23/24 \$100k *DCP Project No.77 - Required Council spend \$100k (67.5% collection) 6. Brenbeal Children's Centre \$250k 7. Kingsville Kinder \$100k 8. Maribyrnong Community Centre \$150k	100	-	33	-	-	-	-	68
CAP426	Kingsville Kindergarten and Roberts St M&CH - Upgrade and expansion to include community hub Year 1 - Feasibility Study (2023/24) Year 2 - Detailed Design Years 3&4 - Construct *Includes 1% for Public Art	120	-	-	-	-	-	-	120

Ref	(2023-2024)	Project Cost	Funding						
	Capital Works Program	2023/24 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP427	Hansen Reserve Pavilion Year 1 (19/20) - Feasibility and Concept Design + schematic Year 2 & 3 (20/21 & 21/22) - Detailed Design Year 4 & 5 - Construction (22/23&23/24)	1,400	-	-	-	-	-	800	600
CAP428	Norfolk St CCC Facility Upgrade Year 1 - Feasibility Study (21/22) Year 2 - Concept Design (22/23) Year 3 - Detailed Design (23/24) Year 4&5 - Construction* *Includes 1% for Public Art	300	-	-	-	-	-	-	300
CAP429	Public Toilet Strategy (1 Per annum)	350	-	-	-	-	-	-	350
CAP430	Pennell Reserve Pavilion Year 1 (19/20) - Schematic Design Year 2 - Detailed Design Year 3 & 4 (23/24) - Construction	1,000	-	-	-	-	-	-	1,000
CAP431	Maribyrnong Library Relocation and expansion to include Community Hub Year 1 - Feasibility Study (2022/23) Year 2 - Concept Design (2023/24) Year 3 - Detailed Design Years 4 & 5 - Construction* *Includes 1% for Public Art	200	-	-	-	-	-	-	200
CAP432	Saltwater / Footscray CBD Early Learning Centre Year 1 - Feasibility Study (2021/22) Year 2 - Concept Design (22/23) Year 3 - Detailed Design (23/24)	300	-	-	-	-	-	-	300

Ref	(2023-2024)	Project Cost	Funding						
	Capital Works Program	2023/24 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
	Years 4&5 - Construction* *Includes 1% for Public Art								
CAP433	Saltwater Child Care Centre - Children's bathroom upgrade for rooms 2 & 3, DDA and ESD compliance	200	-	-	-	-	-	-	200
CAP434	Brenbeal Early Years Facility Optimisation to include expanded service provision Year 1 (22/23) - Feasibility Year 2 (23/24) - Design Year 3 - Construction	200	-	-	-	-	-	-	200
CAP435	Kindersmith Reserve Pavilion Year 1 (23/24) - Detailed Design Year 2 - Construction	350	-	-	-	-	-	-	350
CAP436	Footscray Community Arts Centre - AC Upgrade (Year 2)	400	-	-	-	-	-	-	400
CAP437	Total Buildings	4,920	-	33	-	-	-	800	4,088
CAP438	Total - Property	5,470	-	33	-	-	-	800	4,638
CAP439	Plant and Equipment								
CAP440	Computers and Telecommunications								
CAP441	PC Management/Replacement	650	-	-	-	-	-	-	650
CAP442	Total - Computers and Telecommunications	650	-	-	-	-	-	-	650
CAP443	Plant, Machinery and Equipment								
CAP444	Community Facility Furniture Replacement Program (10 Years - Yr5)	100	-	-	-	-	-	-	100
CAP445	Parking infrastructure / Sensors/other parking technology	150	-	-	-	-	-	-	150
CAP446	Total - Plant, Machinery and Equipment	250	-	-	-	-	-	-	250
CAP447	Total - Plant and Equipment	900	-	-	-	-	-	-	900
CAP448	Drainage								

Ref	(2023-2024)	Project Cost	Funding						
	Capital Works Program	2023/24 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
CAP449	Drainage Modelling - Year 2	225	-	-	-	-	-	-	225
CAP450	Total Drainage	225	-	-	-	-	-	-	225
CAP451	Footpath and Cycleways								
CAP452	Bicycle and Pedestrian Upgrades	1,100	-	-	-	-	-	-	1,100
CAP453	Bicycle network upgrade river trails - Burndap Lake Frontage & Others - Year 2	200	-	-	-	-	-	-	200
CAP454	YNAC - Pedestrian Priority treatments	150	-	-	-	-	-	-	150
CAP455	Total - Footpath and Cycleways	1,450	-	-	-	-	-	-	1,450
CAP456	Parks, Open Space and Streetscapes								
CAP457	Footscray Park Masterplan 2011 Implementation	300	-	-	-	-	300	-	-
CAP458	Street Tree Planting and Urban Forest Strategy	1,000	-	-	-	-	-	-	1,000
CAP459	Footscray Central Activity Area - Donald Street (Barkly Street to Moore Street)	60	-	-	-	-	-	-	60
CAP460	Barrett Reserve - West Footscray	850	-	-	-	-	850	-	-
CAP461	Maddern Square Refurbishments	300	-	-	-	-	300	-	-
CAP462	Yarraville Oval Skate Park	350	-	-	-	-	350	-	-
CAP463	Cruickshank Park - landscape and path improvement	50	-	-	-	-	-	-	50
CAP464	Play Upgrades - Minor upgrades to playground facilities	100	-	-	-	-	-	-	100
CAP465	Total - Parks, Open Space and Streetscapes	3,010	-	-	-	-	1,800	-	1,210
CAP466	Recreational, Leisure and Community Facilities								
CAP467	Public Art Annual Program	120	-	-	-	-	-	-	120
CAP468	Public Art Contribution (1%) to Major Projects (\$5m+) 19/20 - FLP Hyde St \$60k 21/22 - Maribyrnong Reserve \$60k 22/23 - Maidstone CC \$50k, NeXT \$150k	100	-	-	-	-	-	-	100

Ref	(2023-2024)	Project Cost	Funding						
	Capital Works Program	2023/24 \$(000)	Grants \$(000)	Contributions \$(000)	Borrowings \$(000)	Asset Sales \$(000)	Open Space Reserve \$(000)	Major Project & Other Reserves \$(000)	Council Cash \$(000)
	23/24 - MAC \$100k 24/25 - Saltwater \$50k 26/27 - Footscray Active Rec \$100k, Footscray Early Years \$70k, 27/28 - DSM Hub \$100k, Maribyrnong Library \$100k, Bradmill Early Years \$70k, DSM Early Years \$70k								
CAP469	Total - Recreational, Leisure and Community Facilities	220	-	-	-	-	-	-	220
CAP470	Roads								
CAP471	Footscray Central Activity Area - Joseph Road public Realm works	3,355	-	3,355	-	-	-	-	-
CAP472	Local Area Traffic Management (LATM)	500	-	-	-	-	-	-	500
CAP473	Minor works: signs, line marking, bike parking	100	-	-	-	-	-	-	100
CAP474	Tiernan Street Upgrade Year 1 (23/24) - Concept Design Year 2 - Detailed Design	50	-	-	-	-	-	-	50
CAP475	Geelong Road Boulevard Year 1 (23/24) - Concept Design Year 2 - Detailed Design	50	-	-	-	-	-	-	50
CAP476	Road safety - Implementation of 40KM Signs	200	-	-	-	-	-	-	200
CAP477	Total - Roads	4,255	-	3,355	-	-	-	-	900
CAP478	Other Infrastructure								
CAP479	Energy efficient upgrades - public lighting re-lamping	200	-	-	-	-	-	-	200
CAP480	Total Other Infrastructure	200	-	-	-	-	-	-	200
CAP481	Total Infrastructure	9,360	-	3,355	-	-	1,800	-	4,205
CAP482	Total Capital Works And Asset Improvement 2023/24)	15,730	-	3,388	-	-	1,800	800	9,743